

Effect of Performance Appraisal on Employee Performance in Selected Ministries in Enugu State Civil Service

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Abstract	<i>Journal of Policy and Development Studies (JPDS)</i>
<p><i>Performance appraisal is a regular or systematic evaluation of the performance of an employee on his current job thereby advancing productivity. Therefore, the broad objective of this study was to investigate how performance appraisal can improve the performance of employees in some selected ministries in Enugu State Civil Service between the years 2015-2022. The Specific objectives of the Study were to: Examine the impact of performance appraisal on employee productivity; Explore the effect of performance appraisal on employee competence; and Examine the impact of performance appraisal on employee workload delivery. Three null hypotheses, aligned with the objectives, were formulated to guide the study. The descriptive research design and survey method of data collection were adopted. The population of the study consists of the 755 staff of the three selected ministries in Enugu state civil service, namely: Office of the Head of Service, Civil Service Commission and Ministry of Lands and Housing from the Enugu State Civil Service located at the State Secretariat Enugu. The instrument for data collection was a structured questionnaire administered to the 261 respondents. Mean statistics were used to present the data descriptively using frequency tables displaying the mean score. The three hypotheses were tested using Linear Regression. The result indicates that performance appraisal significantly influences employee productivity, employee competence, and employee workload delivery. Therefore, the study recommends that</i></p>	<p>Vol. 14. Issue 2 (2023) ISSN(p) 0189-5958 ISSN (e) 2814-1091 Home page https://www.ajol.info/index.php/jpds ARTICLE INFO: Keyword: Appraisal, performance, promotion, Employee Article History Received 19th December 2023 Accepted: 8th January 2024 DOI: https://dx.doi.org/10.4314/jpds.v14i2.11</p>

management of public offices should create channels for employee feedback, conducting training and retraining periodically.

1. Introduction

Determining how well an employee is carrying his duties and communicating such information is vital for organizational improved productivity. Both public and private organizations use performance appraisal mechanisms to assess both themselves and their employees. Accessing worker performance is beneficial as it enables an organization to assign its labour force according to its suitability for tasks, thereby advancing productivity (Berman, 2015). According to (Hartzell, 2006), performance appraisal is a regular or systematic evaluation of the performance of an employee in his or her current job and also about future jobs that he/she may be required to take up. It evaluates and measures the results of the performance of employees indicating their deficiencies and potentialities so that they can improve over time. A decent appraisal system is very important in supervising employees in an organization. Therefore, for any appraisal system to work effectively, employees must understand it, feel it, and be work-oriented enough to care about the results (Abbas & Cross 2019). One approach that would foster this understanding is for employees to contribute to the system's design and be trained to some extent in performance appraisal.

The fundamental objective of performance appraisal in an organization is to increase the employees' productivity. Thus, performance appraisal provides adequate feedback on how staff are performing by exposing them to knowledge and result of their work, clear and attainable goals of the organizations, and an avenue for involvement in the setting of tasks and goals (Zayum, Aule & Hangeior, 2017). Employee productivity is very important to top management because it is also a central measure of general management effectiveness. Performance appraisal, therefore, involves the identification, measurement and management of employees' output in the organization. Effective management helps management find ways of training and motivating employees so as to retain the best available talents and improve organizational performance, (Alase & Akinbor, 2021).

In the Nigeria Public Service, performance appraisal is a routine task in which workers' job-related behaviours are assessed with the expectation that such exercise will reveal employees present performance on the job and how much performance can be improved upon in the future, (Dyaji, Ibietan, Abasilim, 2020). However, according to the National Productivity Centre (2018), productivity measured by outputs in relation to capital and labour inputs is not as it should be in the Nigeria Public Service and this constitutes a major challenge in the Nigeria public service. Despite the hype on Annual Performance Evaluation Report (APER) in the Nigeria Public Service, a seemingly hype gap exists between theory and practice making the enforcement and efficacy of the system questionable. Scholars argue that it is a mere ritual because it does not reflect the essence for conducting it, let alone engender productivity (Tukur, 2013). This account for the various Civil/Public service reforms from the 1934 Hunt Commission to the 2012 Orosaye Public Service Panel (Ibietan, 2019), which has not impacted public sector productivity maximally in Nigeria.

Appraisal outcomes have the tendency to motivate or identify future training needs. Additionally, the mechanism constitutes a very crucial area of Human Resource Management (HRM) substructures in several third-world nations (Lambert *et al.*, 2009). When employees are not appraised, feedback is denied and they may not readily make adjustments that would lead to improved productivity. There are also the issues of poor job design, weak lines of authority, zero training and development programmes, as well as least opportunities for promotion due often to lack of established performance appraisal system or human resource management policy (Ugoani, 2016). Consequently, the need to investigate how performance appraisal can improve performance in some selected Ministries in Enugu State, 2015 – 2022 is justified.

1.1 Objectives of the Study

To examine the impact of performance appraisal on employee productivity

To explore the effect of performance appraisal on employee competence

To examine the impact of performance appraisal on employee workload delivery.

2. Review of Related Literature

Performance Appraisal

Cardy and Leonard (2011) described Performance appraisal as an interaction that is formal and structured which exist between an individual and his supervisor, which comes in the shape of interviews that are periodic (yearly or less), where the output of that individual is assessed and appraised, to identify strengths and weaknesses together with chances of likely improvement and subsequent skills development. A performance appraisal system can also be used to improve the quality of workforce performance (Mwema and Gachunga, 2014). In some organizations appraisal results may be used to determine relative rewards in the firm who should get merit pay increases, bonuses or promotions. Similarly, appraisal results can be used to identify poor performers who may require some form of counselling, demotion, dismissal or decreases in pay, Uchenna *et al.* (2018). DeNisi and Kluger (2000) specify that feedback on performance is a determining segment of all management of performance appraisal. The principal goal of any performance appraisal or evaluation is to ensure that workers get constructive criticism on ways through which their future accomplishments can be made better, thus enhancing productivity and competency levels in an organization (Lambert, McCarthy, O'Donnell and Wang, 2009; Abasilim, 2014).

Employee Performance

Employee performance is a measure of how an employee fulfils the duties of their role and behaves in the workplace. Employees are an investment, so their return on investment is essentially calculated by their performance.

Sinha (2001) stated that an employee's performance depends on the willingness and also openness of the employee to do their job. He also stated that having this willingness and openness of the employees in doing their jobs, could increase the employees' productivity which also leads to performance. Employee performance is the accumulated result of the skills, efforts and abilities of all the employees who contributed to organizational improved productivity leading towards its goal achievement. Employee performance is among the critical factors that contribute significantly to an organization's success. Learning organizations play an important role in enhancing employee performance by providing training and development for their employees (Gitongu *et al.*, 2016).

Moreover, management standards to evaluate employee performance also play a critical role in improving employee performance as they provide the picture of actual performance and its alignment with benchmarks, if discrepancies are found, then these standards help bring the outputs

again towards their required levels (Mackay *et al.*, 2003). In addition, high employee performance should be directly related to a fair and just performance appraisal system.

Performance Appraisal and Productivity

The productivity of any organization is directly correlated to the effectiveness of the employee performance appraisal. Performance appraisal if properly done is believed to contribute greatly to the efficiency of the entire organization, as it ensures continuous improvement in areas identified as crucial for employing a positive and reinforcing management system (Khazem, 2008). In the organisational setting, employee productivity is defined as the degree to which an employee of an organization contributes to achieving the goals of the organization (Greenberg, 1996). For the efficient management and evaluation of employees, performance appraisal is needed. It helps employees to develop, and facilitate organizational progress in terms of performance. According to Walsh and Fisher (2005), training needs are determined through such a system and could help in the conduct of training needs analysis for the productivity of an organization. Moreover, since the communication within the organization improves as an effect of performance appraisal, employees tend to be more committed, and satisfied and improve their output (Wiese & Buckley, 1998). Productivity indicators include customer/employee satisfaction, speed of delivery, and labour utilization.

Performance appraisal serves as a record of the performance of employees and could help in future development plans. Job performance appraisals – in whatever form they take – are vital for managing the performance of the people, and organization. A simple recognition of an individual as embodied in the performance appraisal can give way to increased job satisfaction and could help trim down turnover and absenteeism rates thereby improving the productivity of an organization (Attipoe *et al.*, 2021).

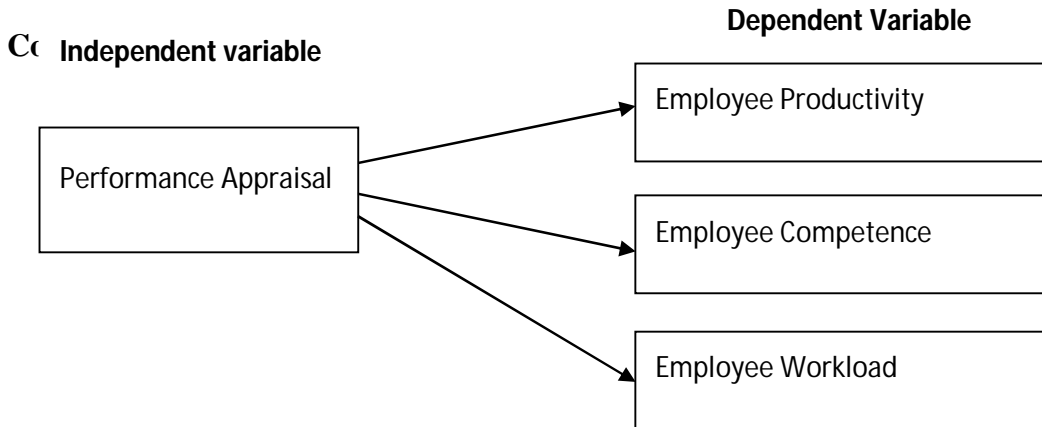
Performance Appraisal and Competence

The term Competence refers to the basic feature of a person which causes superior performance, (Armstrong, 2012). Competencies are related to knowledge, skills and behaviours which people show during their work. They are necessary for successful performance and early signs of achieving those results are presented (Campion, et al 2011, Orlish, 2008). Competencies are the skills, knowledge, abilities and other characteristics that someone needs to perform a job effectively (Jackson & Schuler, 2007). During the assessment process, the assessors make judgements about whether the individuals fulfil the pre-determined competency standards based on their actual performance in assigned job roles (Gonczi, 1994 as cited by Shaw-Chiang, 2020). Employee competence focuses on critical thinking, problem-solving, managing information, creativity, innovation, communication, collaboration, stress resistance, vigilance, etc.

Performance Appraisal and Employee Workload Delivery

According to Pratama and Susanto (2021), an employee workload is a form of response to problems at work and to tasks that must be completed by a predetermined date. According to Harini, Sudarijati and Kartiwi (2018), the workload is a collection of tasks assigned by the company to the employees based on their potential, knowledge and skills that must be completed within a specified time frame. According to Sudiarditha and Margaretha (2019), workload is the amount and duration of physical or mental work that an individual must complete. According to Harris et al (2020), numerous workload indicators exist, including tasks, environment, work systems, management systems, limited facilities, low responsiveness, low performance, a weak mindset and a lack of appreciation. Performance Appraisal means assessing and evaluating

employees fairly, identifying their strengths and weaknesses, determining their willingness to return and determining the organization's future destination, (Michael-Ofre and Opusunju 2021).



Source: Author’s conceptualization 2023

3. Methodology

3.1 Research Design

This study employed the descriptive research design. It was used because it provides an in-depth and accurate account of the phenomena under study. The study was conducted in three selected Ministries in Enugu state civil service, namely: Office of the Head of Service, Civil Service Commission and Ministry of Lands and Housing from the Enugu State Civil Service located at the State Secretariat Enugu. The researcher made use of primary and secondary data. While the primary source of data was obtained using questionnaire, the scndary sources of data were sourced from published journals, books, articles, internet, conference materials and other related materials. The population of the study include the staff of the selected ministries. This is **755** as shown in the table below:

S/NO	MINISTRY	POPULATION
1	Civil Service Commission	71
2	Office of the Head of the Service	217
3	Ministry of Lands and Housing	469
	TOTAL	755

Source: Enugu State Office of the Accountant General (2023)

In determining the sample size of the study, the researcher applied the Taro Yamane (1964) statistical formula as shown below.

$$n = \frac{N}{1 + N(e)^2}$$

Where n = Sample size

N = Population size

e = Error margin allowed

1 = Constant

The researcher chooses Five percent (0.05) as error margin allowed. The translation of the formular is shown below

$$n = \frac{755}{1 + 755(0.05)^2}$$

$$n = \frac{755}{1 + 755(0.0025)^2}$$

$$n = \frac{755}{1 + 1.8875}$$

$$n = \frac{755}{2.8875}$$

$$n = 261$$

The stratified sampling technique was initially used to spread the sample size among the selected ministries proportionally. Meanwhile, the purposive sampling technique was later used to draw individual sample respondents so that different categories of staff in the various departments were adequately included. The distribution of the sample size among the selected ministries is shown in the table below:

S/NO	MINISTRY	POPULATION	NUMBER OF RESPONDENTS
1	Civil Service Commission	71	$71/755 * 261 = 24$
2	Office of the Head of the Service	217	$217/755 * 261 = 75$
3	Ministry of Lands and Housing	469	$469/755 * 261 = 162$
	TOTAL	755	261

The survey method of data collection was employed in this study. While the questionnaire was the instrument used in this study. It was drafted in Likert format and copies were personally administered to get information from the respondents. The response pattern as used in the questionnaire are as follows: Strongly agree, Agree, No comment, Disagree, and Strongly disagree. The data collected in this study were presented and analyzed for better understanding and for drawing valid conclusions. The method used for data analysis is mean statistics. The mean is calculated from the rating scale point made up of; Strongly Agree (5), Agree (4), Undecided (3), Disagree (2), Strongly Disagree (1).

This is shown below:

$$X = \frac{\sum fX}{\sum fn}$$

Where X = mean score

f = Frequency number

\sum = Sigma (sum of)

X = score

n = number of score

For example: $\frac{5+4+3+2+1}{5} = \frac{15}{5} = 3.0$

4. Data Presentation and Analysis

Data Presentation

This section focuses on the presentation and analysis of primary data collected by the researcher through questionnaire. The data were analyzed using simple tables and mean score approach.

Table 1 Performance Appraisal has significant effect on Employee Productivity in the following areas:

S/N	Item questionnaire	SA(5)	A(4)	UND(3)	D(2)	SD(1)	Total x	Mean	Decision
1	Employee Satisfaction	102(510)	100(400)	50(150)	6(12)	3(3)	1075	4.1	Accepted
2	Feedback	96(480)	111(444)	31(93)	14(28)	9(9)	1054	4.0	Accepted
3	Rate of Absentism	91(455)	98(392)	48(144)	12(24)	12(12)	1027	3.9	Accepted
4	Work force cost	99(400)	100(400)	38(114)	18(36)	6(6)	1051	4.0	Accepted
Grand mean score								4.0	Accepted

Source: Field survey 2003

In the above table 1, the mean rating of Performance appraisal on employee satisfaction level, feedback rate, rate of absentism and workforce cost are all above 3.0, implying that the respondents agreed that Performance appraisal affect highly all the four mentioned indices of employee productivity. It shows that Performance appraisal significantly influence employee productivity.

Table 2 Performance appraisal has significant effect on employee competence in the following areas:

S/N	Item questionnaire	SA(5)	A(4)	UND(3)	D(2)	SD(1)	Total x	Mean	Decision
1	Creativity	11(590)	130(520)	8(24)	3(6)	2(2)	1142	4.3	Accepted
2	Team work	107(535)	135(540)	11(33)	4(8)	4(4)	1120	4.2	Accepted
3	Stress resistance	106(530)	127(508)	13(39)	7(14)	8(8)	1099	4.2	Accepted
4	Problem solving	126(630)	93(372)	28(84)	9(18)	5(5)	1109	4.2	Accepted
Grand mean score								4.2	Accepted

Source: Field survey 2023

In table 2 above, the mean rating of performance appraisal on creativity level is 4.3, team work level is 4.2, stress resistance level is 4.2 and problem solving is 4.2. This shows that performance appraisal has significant influence over employee competence.

Table 3 Performance Appraisal has significant effect on employee workload delivery in the following areas:

S/N	Item questionnaire	SA(5)	A(4)	UND(3)	D(2)	SD(1)	Total x	Mean	Decision
1	Task prioritization	109(545)	120(480)	20(60)	2(4)	10(10)	1099	4.2	Accepted
2	Task completion	97(485)	114(456)	30(90)	20(40)	-	1071	4.1	Accepted
3	Delegation of tasks	86(430)	111(444)	42(126)	16(32)	6(6)	1038	3.9	Accepted
4	Meeting deadline	133(665)	109(436)	9(27)	5(10)	5(5)	1143	4.3	Accepted
Grand mean score								4.0	Accepted

Source: Field survey 2023

Table 3 shows mean rating of Performance appraisal on task prioritization, task completion, delegation of tasks and meeting deadline are above the 3.0. This shows that Performance appraisal significantly influence employee workload delivery.

Test of Hypotheses

The three hypotheses formulated were tested using the Linear Regression statistics at 0.5% level of significance.

1 Test of Hypothesis one

Performance appraisal does not significantly influence employee productivity.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.273 ^a	.075	.071	.55001

a. Predictors: (Constant), PERFORMANCE_APPRAISAL

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	6.324	1	6.324	20.905	.000 ^b
	Residual	78.351	259	.303		
	Total	84.675	260			

a. Dependent Variable: EMPLOYEE_PRODUCTIVITY

b. Predictors: (Constant), PERFORMANCE_APPRAISAL

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.425	.193		17.780	.000
	PERFORMANCE_APPRAISAL	.215	.047	.273	4.572	.000

a. Dependent Variable: EMPLOYEE_PRODUCTIVITY

The model summary of this test indicates that the correlation between performance appraisal and employee productivity (R = 0.273). Also, the R² = 0.075 indicates that 7% variation in the dependent variable (employee productivity) was explained by the independent variable (performance appraisal). The ANOVA result shows that F=20.905; P=0.000 is statistically significant. Likewise, the unstandardized coefficient, β =0.215; t=4.572; P=0.000 implies that performance appraisal is a statistically significant predictor of employee productivity. Therefore, we reject the null hypothesis which states that “Performance appraisal does not significantly influence employee productivity”.

2 Test of Hypothesis two

Performance appraisal does not significantly influence employee competence.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.380 ^a	.145	.141	.55065

a. Predictors: (Constant), PERFORMANCE_APPRAISAL

ANOVA^a

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	13.269	1	13.269	43.760	.000 ^b
	Residual	78.532	259	.303		

Total	91.801	260			
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- a. Dependent Variable: EMPLOYEE_COMPETENCE
b. Predictors: (Constant), PERFORMANCE_APPRAISAL

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.932	.193		15.201	.000
	PERFORMANCE_APPRAISAL	.312	.047	.380	6.615	.000

- a. Dependent Variable: EMPLOYEE_COMPETENCE

The model summary of this test indicates that the correlation between performance appraisal and employee competence ($R = 0.380$). Also, the $R^2 = 0.145$ indicates that 14% variation in the dependent variable (employee competence) was explained by the independent variable (performance appraisal). The ANOVA result shows that $F=43.760$; $P=0.000$ is statistically significant. Likewise, the unstandardized coefficient, $\beta=312$; $t=6.615$; $P=0.000$ implies that performance appraisal is a statistically significant predictor of employee competence. Therefore, we reject the null hypothesis which states that “Performance appraisal does not significantly influence employee competence”.

3 Test of Hypothesis three

Performance appraisal does not significantly influence employee workload delivery.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.425 ^a	.181	.178	.53068

- a. Predictors: (Constant), PERFORMANCE_APPRAISAL

ANOVA^a

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	16.096	1	16.096	57.154	.000 ^b
	Residual	72.940	259	.282		
	Total	89.035	260			

- a. Dependent Variable: EMPLOYEE_WORKLOAD_DELIVERY

- b. Predictors: (Constant), PERFORMANCE_APPRAISAL

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.911	.186		15.658	.000
	PERFORMANCE_APPRAISAL	.343	.045	.425	7.560	.000

- a. Dependent Variable: EMPLOYEE_WORKLOAD_DELIVERY

The model summary of this test indicates that the correlation between performance appraisal and employee workload delivery ($R = 0.425$). Also, the $R^2 = 0.181$ indicates that 18% variation in the

dependent variable (employee workload delivery) was explained by the independent variable (performance appraisal). The ANOVA result shows that $F=57.154$; $P=0.000$ is statistically significant. Likewise, the unstandardized coefficient, $\beta =0.343$; $t=7.560$; $P=0.000$ implies that performance appraisal is a statistically significant predictor of employee workload delivery. Therefore, we reject the null hypothesis which states that “Performance appraisal does not significantly influence employee workload delivery.”

5. Discussion of Findings

The research focused on the effect of performance appraisal on employee performance in public service in selected ministries of Enugu State Civil Service. precisely, the study shows that performance appraisal significantly influences employee productivity, employee competence and employee workload delivery in offices of Head of Service, Civil Service Commission and Ministry of Lands and Housing.

- Performance appraisal significantly influence employee productivity

The study shows that performance has significant influence on employee productivity in the selected ministries used in the work which include the Office of the Head of Service, Civil Service Commission and Ministry of Lands and Housing. The result is in consonance with the findings of Nnamani *et al.* (2022), they discovered a performance appraisal has significant effect on employee productivity and performance.

- Performance appraisal significantly influences employee competence in the offices of Head of Service, Civil Service Commission and Ministry of Lands and Housing. This supports the findings of Truphosa (2022) that value added measures can enhance institutional competence despite its limitations.
- Performance appraisal significantly influences employee workload delivery

The study shows that performance appraisal has significant influence on employee workload delivery. This supports the findings of Etalong and Chikeleze (2022) that employee workload delivery is influenced by performance evaluation and compensation.

Summary of Findings

This study focused on the effect of performance appraisal on employee performance and the findings include the following:

1. Performance appraisal significantly influences employee productivity in the selected ministries in the Enugu Civil Service.
2. Performance appraisal significantly influences employee competence in the selected ministries in the Enugu Civil Service.
3. Performance appraisal significantly influences employee workload delivery in the selected ministries in the Enugu Civil Service.

5.1 Conclusion

Performance appraisal evaluates and measures the results of the performance of employees indicating their deficiencies and potentialities so that they can improve overtime. A decent appraisal system is very important to the supervision of employees in an organization. Therefore, for any appraisal system to work effectively, the employees must understand it, feel it as fair, and must be work oriented enough to care about the results. According to the findings of the study, the researcher concludes that performance appraisal significantly influences employee productivity, it equally significantly influences employee competence and it also significantly influences workload delivery.

5.2 Recommendations

The study, therefore, recommends that

1. Management of public offices should maintain systematic performance appraisal to ensure enhanced employee performance.
2. Specifically, management of public offices should create channels for feedback from employees, conduct training and retraining of employees periodically in order to enhance productivity
3. Finally, the management of public offices should ensure that employee compensation and promotion are based on performance appraisal and recommendation given by their superior.

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