

Effect of Performance Appraisal on Service Delivery and Employees Development

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Abstract: *This study examined the Performance appraisal and service delivery of employees in Enugu State Civil Service. ” The need for the research work arose due to the comparatively less attention that has been given to the nature of performance appraisal practices in the Nigeria civil service and specifically in Enugu State Civil Service, despite its imperative impact on employee’s productivity. The study made use of both primary and secondary sources of data. The population of the study is 2,079, while the sample size is 335. The simple random sampling techniques was applied to select the sample for the study while the data collected were presented and analyzed with frequency, percentage, and chi-square(x^2) analysis. The study determined the extent performance appraisal has improved job satisfaction and motivation in Enugu State Civil Service. These include opportunity for advancement, positive attitude to work, training, involving in decision making, salary increment, and promotion. It also determined the extent performance appraisal has improved employees potentials in Enugu State Civil Service. The study shows that career development, leadership opportunity, drive to be successful, future improvement, focusing on organizational objective, solving real life problems, are the ways performance appraisal has improved employees potentials to an extent in the selected ministries in Enugu State Civil Service. The study recommended that there should be a clear standard that define each trait in the appraisal system, the appraisal system should be devoid of bias, and there is need to hold the appraisers to objectivity in reporting the appraisal results of employees. It also recommended that the performance appraisal system should be free from unnecessary leniency in which virtually all the employees get high rating; there should be an effective mechanism for checking bias, impartiality and unnecessary leniency that characterize performance appraisal in Enugu State Civil Service, among other things. The study concluded that if the Enugu State Civil Service uses performance appraisal strategically and relate it with human resource activities and policies it can improve the competencies, motivation, capabilities, and performance of its employees.*

INTRODUCTION

When people work in an organization, it is expected that, there should be a way of measuring or evaluating their jobs in order to know whether they are actually performing the job for which they were hired and paid. (Obikeze, Obiemeka & Abonyi 2005). It is because of the above assertion, that the concept of performance appraisal was introduced in organizations. Performance appraisal is the process of systematically evaluating each employee’s job related strengths, development needs and progress towards meeting goals and determining ways to improve the employee’s job performance (Hellriegel & Slocum 1996). Performance appraisal has increasingly become part of a strategic approach to integrating human resource activities through which organizations seek to assess employees and develop their competences, enhance performance and distribute rewards (Wanjala & Kimutai, 2015). Performance Appraisal is one of the most important functions of Human Resource managers; it is concerned with identifying, measuring, influencing and developing job performance of employees in the organization in relation to the set norms and standards for a particular period of time in order to achieve various purpose.

Employees are required to generate a total commitment to desired standards of job performance and improved job performance for sustaining profitable growth for the organization and long-term value creation for their customer (Singh, 2010). This involves getting optimum use of the available knowledge, skills and abilities in the workforce to optimize employee productivity and give an organization a competitive advantage. The purpose of performance appraisal is to assess employee’s performance as objectively as possible. The results of the performance appraisal are used in setting the direction for the individual performance development by bringing out both performance strengths and weaknesses and subsequently developing action plan to facilitate the desired development (Cole, 2002). The role of performance appraisal has gone beyond a tool for assessing employees to one that is used to reinforce the desired behaviour and competent performance of the employees. Performance appraisal is the single most powerful instrument for mobilizing employees in a sophisticated and well managed organization in order to achieve strategic goals (Singh 2010).

Appraisals focus on activities (e.g. sales calls) result turnover, interpersonal and collaborative attributes and other associated factors. Generally, appraisal looks at the employee’s contribution to the achievement of corporate objectives (in the past) and potentials for future contributions (Muo & Muo, 2018). A well designed performance appraisal system should develop criteria for successful performance, give performance feedback and enable a more equitable reward system. Performance criteria form the basis of evaluating the employees’ performance and their contribution towards the organization goal. It consists of the desired outputs

expected of employees. Performance criteria should be aligned with goals, relevant to given roles, specific and measurable, under employees control and understood and accepted by participants (Allan, 2014). Since performance appraisal involves evaluation of employee performance, some employees may be scared of the act of evaluation. Two possible explanations for this is the absent of rewards for properly completed process.

The output of every organization depends on how well and how much the performance of an employee is appraised and evaluated. Productivity can therefore be defined as “quality or volume of the major product or services that an organization provides” in short, productivity is what comes out of production. Unfortunately, the numbers of organization using an effective performance appraisal policy are limited, especially in the public sector. Performance appraisal is key in human resource management function which is viewed as a subset of performance management. Rao (2005) argues that performance appraisal is a method of evaluating the behavior of employees in their work. Although it has many benefits for the organization. Nurse, (2005) states that performance appraisal have the equal probability of having a bad influence on the organization as well as on employee if not properly and effectively carried out. Performance appraisal has also been described as the process of evaluating the performance and qualification of the employees in terms of the requirements of the job for which they are employed. In every organization, the performance of the employees is important in achieving organizational goals. The success of every organization can therefore be partly attributed to management of performance appraisal exercises.

Performance appraisal is one of the basic tools that make workers to be very effective and active at work. It is further concerned with identifying, measuring, influencing and developing job performance of employees in relation to the set norms and standards for a particular period of time in order to achieve various purposes (Cole, 2002). Employees are required to exhibit total commitment to desired standards of job performance and improved job performance for sustaining the success of the given organization and long-term value creation for the customers or beneficiaries (Singh, 2010). This involves attaining optimum use of the available knowledge, skills and abilities in the workforce to optimize employee productivity and give an organization a competitive advantage. In Nigeria, most of the performance appraisal exercise programs are not well designed and focused. Most organizations tend to view appraisal exercise as a punitive measure. This makes it loses its objective and focus. Performance appraisal no longer seeks to actualize its objective of correcting abnormalities which in turn increase productivity and jettison all hindrances that tend to hinder productivity. The poor service delivery in the public sector is a serious problem facing public at large. In this regard performance appraisal can be a reliable tool to boost organizational productivity. It is against this background that this research work will empirically focus on the evaluation of the effect of performance appraisal on the service delivery of employees of selected government ministries in Enugu state. The selected ministries for this research are the Ministry of Labor and Productivity, the Ministry of Commerce and Industry, the Ministry of Finance and Economic Planning and the Ministry of Social Development Enugu state.

Problem of the study

In most state owned ministries there are no consistent appraisals of employees, and this affects their level of productivity. Furthermore, performance appraisal system in Nigeria has been largely characterized by non-disclosure of appraisal result to the appraisers. The main challenge that faces managers in all types of organizations whether public or private is how to get maximum performance from their employees. All organizations face the problem of directing the energies of their staff to the task of achieving business goals and objectives, Jansirani & Saisathya, (2013). In the absence of a carefully structured system of appraisal, people will tend to judge the work performance of others, including subordinates, naturally, informally and arbitrarily. The human inclination to judge without a structured appraisal method can create serious motivational, ethical and legal problems in the workplace which may lead to low service delivery. The process of measuring and subsequently managing organizational and employee performance in order to improve organizational effectiveness is currently seen as critical to the development and survival of organizations (Heinrich, 2002). It may be dangerous to simply copy schemes used in other organizations and worse still to introduce a scheme simply because it is the managerial fashion, Rees & Porter, (2002). A great deal of performance management research has focused on the technicalities of implementing a performance management system rather than on behavioral issues, (Martins 2000). Performance appraisal is a process that need to be undertaken meticulously if obtaining desirable results is anything to go by, many managers conduct this kind of evaluation on their employees from time to time majorly because it is an organizational tradition or requirement but not necessarily because of its impact on service delivery

However, there are those who do it for a purpose but in some instance tend to face a myriad of challenges along the process. In some ministries the bureaucratic procedures do not allow for the constant reviewing of the performance appraisal methods so as to conform to organizational changes or challenges. There is continuous need for reviewing and updating the appraisal system to conform to organizational changes. The lack of an effective system to appraise performance of workers may have greatly contributed to poor service delivery in some government owned organizations. This poor performance of government employees may also lead to lack of public confidence in public institutions. This apparent secrecy over performance appraisal result, tend to put in the hands

of supervisors and managers a potential tool for cracking down on recalcitrant employees with impunity. Performance appraisal has been misused as a tool for subordination, oppression, victimization and exploitation to get at targeted individuals, Therefore it leads to the compromising of higher performance and productivity of employees in some state owned organizations.

In an ideal setting according to Ugwueze (2016), attractive appraisal systems are established by some ministries and business organizations to help motivate their employees to strive hard to be recognized and rewarded but this is not really so in some Nigeria ministries and organizations. Employees are very important resources in any organization. This can be attributed to a significant extent to the way their performance is appraised, recognized

Objectives of the study.

The broad objective of this study is to evaluate the effect of performance Appraisal on the service delivery of employees in Enugu State Civil Service. The specific objectives are:

1. To determine the extent performance appraisal has improved job satisfaction and motivation among employees of the ministries.
2. To determine the extent performance has improved employees potentials in the ministries.

Research questions.

The researchers developed the following research questions to guide the study.

1. To what extent has performance appraisal improved job satisfaction and motivation among employees of the ministries?
2. To what extent has performance appraisal improved employee's potentials in the ministries?

Hypotheses.

The study will be guided by the following alternate hypotheses.

1. Performance appraisal has improved job satisfaction and motivation among employees of the ministries
2. Performance appraisal has improved employees potentials in the ministries

CONCEPTUAL REVIEW OF LITERATURE

The Concept of Performance Appraisal

Performance appraisal has been described as “the process of identifying, observing, measuring, and developing human performance in organization” (Carrol & Scheider, 2012).

This definition is very important, because it comprises all components needed for the well-performed appraisal process. Identification component means that appraisal process should focus on those performance related criteria and not performance irrelevant characteristics. The observation component means that the supervisors need to frequently observe the performance oriented identified characteristics.

The measurement component indicates that the superior has to translate the observations into a judgmental rating. They have to be relevant, but also must be comparable across raters in the organization. By development component, the definition shows that the performance appraisal should not only be the evaluation of the past. The supervisor, who makes the appraisal, should focus on the future and on the improvement of the results. The definition also suggests that effective appraisal can improve the human performance in the organization, which also means increased employee motivation. Performance appraisal should be linked to performance improvement process and can also be used to identify training, development needs, potential, future objectives and solve existing problems.

Performance appraisal process is part of the performance management system. The term “performance management” was first used in the 1970s, but it did not become a recognized process until the latter half of the 1980. The most appropriate definition in the context of the research is that, performance management represents a strategic and integrated approach to delivering organizational success by improving the performance capabilities of both individuals and teams. (Armstrong & Baron, 1998).

Performance appraisal is an essential instrument of personnel management designed to identify an individual employee's current level of job performance, identify employee strengths and weakness, enable employees improve their performance, provide a basis for rewarding or penalizing employee in relation to the contribution or lack of adequate contribution to corporate goals, motivate higher performance, identify training and development needs, identify potential performance, provide information for succession planning, validate selection process and training, encourage supervisory understanding of the subordinate (Shehu, 2008). Performance appraisal provides a rational medium or instrument for measuring individual worker's contribution to corporate goals achievement and success. It is a complex management function which demand for extra-maturity, fairness and objectivity in assessing individual worker's job performance based on explicit job related criteria.

According to Wale (2005), appraisal results provides vital information about a worker strengths and weaknesses, training needs and reward plans such as advancement, promotion, pay increase, demotion or to enhance performance improvement plans. Performance appraisals have the equal probability of having a bad impact on the organization as well as employee performance. It is also known as a formal program in which employees are told the employer's expectations. Performance appraisals are used to support the decisions including promotions, terminations, training and merit pay increases. It is an employer's way of telling employees what is expected of them in their jobs and how well they are meeting those expectations

Objectives of Performance Appraisal

According to Allan (2014), performance appraisals are essential for effective management and evaluation of staff. Appraisal helps to develop individuals, improve organizational performance. Formal performance appraisals are generally conducted annually for all staff in the organization. Each staff member is appraised by their line manager. Directors are appraised by the CEO, who is appraised by the chairman or company owners, depending on the size and structure of the organization. Annual performance appraisals enable management and monitoring of standards, agreeing expectations and objectives, delegation of responsibilities and tasks. Employee performance appraisals also establish individual training needs and enable organizations to plan and analyze those needs.

Employee performance appraisal measures staff performance against set objectives and standards to show how well it was accomplished. Appraisal helps organization to know the input made by every employee and also enables the organization know the next grade level of the worker and the pay associated to it. Employee appraisal helps in motivating workers. When an employee is graded high and as such promoted, it boosts his morale and as worker he wants to continue putting in his best.

Performance appraisals are measures taken in managing the performance of people in the organization.

Performance appraisal is a systematic evaluation of an individual with the respect to his/her performance on the job. Samantha (2000) in his book titled "purpose of performance appraisal system" reveals that companies use performance appraisals for evaluation and developmental purposes. A well designed performance appraisal can start dialogue between supervisors, direct reports and coworkers that may result to positive outcomes for the individuals and the business.

Employee Productivity

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

Performance Appraisal Systems in Enugu State

Currently Enugu State Civil Service has a documented system of appraisal called Annual Performance Evaluation Report (APER). However, this appraisal system is used mainly for promotion purpose only. The appraisal forms are not filled annually as stipulated by the civil service rules.

The forms are filled by officers only when they are due for promotion which is every two, three, or four years depending on cadre. Worse still, employees on terminal grade levels do not even fill the forms at all. This policy guideline is therefore, aimed at ensuring holistic and uniform appraisal system and promotion of civil service employees.

This policy seeks to design an appraisal system that ensures proper motivation of staff whose report is used for promotion, capacity assessment and for training and development purposes.

Employees who fail to complete appraisal forms at the appropriate period shall forfeit annual financial increment and subsequently, promotion and training opportunities when they are due.

Employees who score below 50% in more than three appraisal sessions shall be subjected to comprehensive assessment for redeployment, transfer and in extreme cases, for premature retirement. Enugu State Government H.R.M. Policy (2013)

Potential

Potential means a prospective employee who is capable to undertake different challenging assignments. Potential of employees need to be discovered for organizational effectiveness. Organizations must aim to utilize the full potential of the workforce, institute an environment to unleash the latent creativity, create conditions promoting innovation and team working, and so forth. Potential is actually a useful succession term if you filter it through the leadership pipeline model.

According to Kane and Lawler (2009), three categories of potential are turn potential, growth potential, and mastery potential

- i. Turn potential is the ability to do the work at the next level in an organizational hierarchy in the next three to five years, or sooner.
- ii. Growth potential refers to the ability to do work which is complex, more challenging, needs innovative skills, pioneering expertise, etc., at the same level in the near future.
- iii. Mastery potential is the ability to do the same type of work that is currently being done, in a better way. The Potential for Improving Performance, or PIP, measures the performance of the average worker versus the best person performing a particular task. Large differences suggest that performance can be improved by bringing average performance up closer to the best performance. Small differences suggest little potential for improvement.

Potential appraisal refers to the identification of hidden skills, talents and abilities in a person which even he may be unaware of. It is a future oriented concept and is a powerful tool for employee advancement. The latent skills of a person are tracked and his true potential is evaluated.

An employee with high potential is a good candidate for assuming more responsibilities in future. In western countries, many organizations use potential appraisal as a part of performance appraisal process. However, in India, not many managers are aware of this term though informally every organization makes potential assessments.

Higher officials often determine whether a particular employee has the potential to take added responsibilities in future. Potential appraisals help in deciding a career plan for the employees.

The Effect of Performance Appraisal

Performance appraisal which is seen as a way of providing review and evaluation of an individual job performance has its own negative and positive effect on the employee's productivity in an organization. This system acts as a motivator to the employee to improve their productivity. When the goals of the employee are clarified, his performance challenges identified, the effect is to motivate the employee to achieve organizational goals.

Creating a comprehensive plan for employee development and giving an employee achievement to strive for, will inspire a higher level of efficiency. It is seen as a career development tool for the manager and employee. The manager can help guide the employee on the path to corporate advancement, and the employee gets a clearer understanding of what is expected of her in her daily duties.

The duty of the employee is based on guidance from management. Appraisal is when a manager and employee review the job descriptions and compare the employee's performance with expectations. This gives the employee a feeling of clarity and understanding that will help him better perform his duties.

According to Rudman (2003), performance appraisal policy is a critical factor in an organization in enhancing the performance of the employee. There is a strong connection between how firms manage their employees and the organizational results they achieve.

Cook & Crossman (2004) highlight that employee whose performance is under review often become defensive. Whenever employee performance is rated as less than the best or as less than the level at which employee personally perceives his/her contribution, the manager is viewed as being biased. Disagreement about the contribution and performance ratings can create a conflict ridden situation that festers for months.

According to Mayhew (1985), company use performance appraisals to measure employee job performance and to determine salary and wages increases. Nevertheless, performance appraisal also brings news that causes fret over job security, status, eligibility for promotion and possible bias or unfair ratings. It also shows the strength and weaknesses of employee on their jobs

Concept of Job Satisfaction

Job satisfaction is a concept that became popular in the 1930' and thousands of studies have been conducted on this topic (Cook, Heptworth, Wall, & Warr, 1981). It is a complex concept that is not easily defined. The concept of job satisfaction as a set of psychological, physiological and environmental circumstances that make a person feel satisfied with their job. Another definition states that job satisfaction is a positive feeling about one's job that results from an evaluation of the job's characteristics (Robbins, 2005). Job satisfaction has been empirically proven to be one of the most prominent features an organization looks after in order to boost its performance, productivity and achievement of strategic objectives. Sadly, there have been severe issues outlined pertaining to employees' job satisfaction whereby, enterprises have been complaining for decreasing satisfaction levels. More broadly, Chen, Sparrow, and Cooper (2016) defined job satisfaction as a term expressing one's thinking, feeling and attitude toward work. It is influenced by the worker's experience, the job itself, communication from others, as well as the person's expectation about the job. Another definition by Robbins, (2005) described job satisfaction as individual feelings of people about their jobs and other facets related to their jobs. Job satisfaction of a person can be assessed in terms of overall satisfaction or satisfaction with elements of the work (Gupt,2014). With an overall approach, researchers discover the general degree to which a group of workers is satisfied. They, however, cannot tell what aspects of a job the workers like or dislike. Satisfaction by aspects can show a more comprehensive picture of job satisfaction in comparison with the global approach. There are many influences on job satisfaction such as pay, supervision, rewards, benefits, nature of job, and relationships with co-workers and supervisors. A worker may be satisfied with some aspects of his/her job while dissatisfied with other aspects (Chen, Sparrow, & Cooper, 2016) Job satisfaction is defined as an attitude that individuals have about their work. That is the extent to which people feel positive or negative about the intrinsic aspects and/or extrinsic job. King and Williamson (2005) stated that job satisfaction is the difference between expectations implied by someone who has the job of contributions do with the fact that they expect. Of some opinion above it can be concluded that job satisfaction is a response someone on what they expect when working with what they get after they do the job.

The Concept of Service Delivery

In general service delivery is described as the capability of producing a specific desired effect, or in other words "getting the right things done" (Druker, 2004). In a services management context, service delivery system is defined as "the structure (facilities, equipment etc.), infrastructure (job design, skills, etc.) and processes for service delivery" (Goldstein. 2002). From these definitions it becomes apparent that service delivery is related to the degree to which a system's objectives have been achieved.

Therefore, to achieve a competitive service delivery government department as service organizations must deliver services and products in new and creative ways applying their specialized competences in the form of knowledge and skills to the public. (Vargo &Robert, 2008).

Service delivery refers to the actual delivery of a service and products to the customer or clients. Service delivery is valuable in organizations because it improves or enhances the following:

- * **Service Operation:** The way in which the service is delivered.
- ***Service Experience:** The customer's direct experience of the service rendered.
- ***Service Outcome:** The benefits and results of the service to the customer or client.
- ***Value of the service:** The benefits the customer perceives as inherent in the service weighed against the cost of the service. Goldstein (2002)

2.2. THEORETICAL FRAMEWORK

In this section of the study, various theories and schools of thought in line with the concept under study were reviewed and objectively acknowledged.

Goal Theory

The goal theory proposes that human beings are more motivated to act when there is a reward at the end of the performance of a task or behavior. Motivation theories and need theories are all theories brought forward in view of understanding what underlying goals determine which kind of behavior. The goal theory proposes that a reward at the end of a task or behavior acts as a motivation

for the performance of that said task or behavior. However the reward should be clearly stated, the end state can be the reward in itself. It is proposed that an efficient goal must have four components: proximity, difficulty, specificity and feedback. An ideal goal is a goal where the time between the reaching out and the end state is close. It is moderate in difficulty, neither too easy, to present some challenge, nor too difficult, so that success seem possible. The goal should be specific; the individual must understand what is expected of him, to start out for the goal. A specific goal gives direction of focus to that specific goal and away from distractions. Feedback is necessary for measuring progress towards the goal. Feedback makes it possible to know whether the level of efforts is adequate and in the proper direction or needs corrections. The relevance of this theory to the research study can be credited to the works of Lathan& Locke (1979) that highlights four mechanisms that connect goals to performance outcomes. First, goals direct attention to priorities that is when specific goals are set for workers it drives their attention to priorities of achieving the goals. Second, they stimulate effort, in other words when sets goals are attached to specific reward system it stimulate workers to work better and effectively. Third, they challenge people to bring their knowledge and skills to bear to increase their chances of success. Fourth, the more challenging the goal, the more people will draw on their full repertoire of skills.

Equity Theory

Equity theory is propounded by John Stace Adams, in (1963) based on the premise that a worker perceives the relationship between outcomes, what the employee gets from a job and organization, and inputs, what the employee contributes to a job and organization. Outcomes include pay, fringe benefits, job satisfaction, and status, opportunities for advancement, job security and prestige. Inputs refer to the contributions made, such as the amount of time worked, the amount of effort expended, and the number of units produced, education, work experience and anything else that employees perceive that they contribute to the organization. Equity theory is concerned with outcomes and inputs as they are perceived by those involved, and are not necessarily based on any objective standards. Equity theory states that people compare their outcomes and inputs to those of others and judge the equitableness of these relationships in the form of a ratio. Specifically, they compare the ratios of their own outcomes/inputs to the ratios of others' outcomes/inputs. The "others" who serve as the basis of comparison may be other employees in a work group, other employees in the organization or individuals working in the same field.

Empirical Review

In this section of the study, some of the past studies carried out in relation to the concept under study will be reviewed here.

Nchuchuwe & Emma (2020) carried out research in Lagos Nigeria to determine if the performance appraisal is significantly related to employee developments in the public sector organizations. Lagos state ministry of home affairs and Lagos state ministry of education were selected for the study, with a population size of 651 participants. The study population was drawn from the total number of staff from all the departments and units in the selected ministries. The researchers used Taro Yamane's (1965) formula to sample determination; a sample size of 248 was drawn. Data were generated from primary and secondary sources, the former was through journals, books and internet sources, data were analyzed using both descriptive and inferential statistics, hypotheses were tested using Pearson moment correlation coefficient at 0.05 level of significance. Findings in this study pointed at the inadequate development of employees in various MDAs through inconsistent pieces of training, lack of good performance appraisal strategies and programs in various MDAs and poor enrichment programs in various MDAs.

Peter, Taruona & Farai (2014) researched on performance appraisal and organizational performance in public sector organizations in Zimbabwe. The sample size was 500 participants, the data used in their research work were gathered using a combination of unstructured interviews, self-administered questionnaires and content analysis of a range of secondary data sources in the organizations. The central argument in the research work was that employee engagement is very critical in determining employee and organizational performance. The findings reveal that low level of engagement and poor appraisal strategies consequently result in a low standard performance amongst majority of the employees.

Vignaswavan (2018) conducted a study on the relationship between performance appraisal satisfaction and employee outcome in peninsular Malaysia, 400 public officials participated in the study as respondents. The objectives of his study were to examine the relationship between performance appraisal satisfaction and employee outcomes, in the form of work performance, effective organizational commitment and to explore the influence of intrinsic motivation as a mediating variable. Data were collected through the use of questionnaire and all the items were measured on 5 points likert scale. The study used descriptive statistics for analyzing, the demographic characteristics of the respondents while correlation analysis were used to measure the relationship between performance appraisal satisfaction, intrinsic motivation, work performance and affective organizational commitment. The result revealed that the relationship between performance appraisal satisfaction and employee outcomes in the form of work performance, effective organizational commitment was mediated by employee's intrinsic motivation.

Oroma (2016) investigated the effect of appraisal system in Niger Delta University on employee productivity. The ineffective practice of performance appraisal could affect employee productivity. The methodology employed was a survey study design. During the research process, the population of study comprises about 3478 Academic and non-academic staff. The research sampled

3% of the total population using stratified random sampling. In course of investigation, instrument used were self-developed questionnaires distributed to 104 respondents of which 102 were retrieved. Correlation coefficient was used to test the hypothesis. There was a significant relationship between performance appraisal and employee productivity and that effective appraisal system could boost the morale of workers especially when they are rated adequately. The findings also revealed that performance criteria also affect the relationship between performance appraisal and employee productivity.

Omisore and Adeleke (2015) examined work morale, principles, behaviours and output in Nigeria's Public Service, looking at contemporary situations and possible solutions. They identified performance appraisal as a way of enhancing public sector productivity. However, nepotism, wrong attitude, corruption, gross indiscipline and political interference have hindered performance appraisal process in the public sectors, thereby resulting in low productivity. Their submission is that excessive interventions in recruitment, allocations and upgrades, undue interference in appointment, postings and promotions should be discouraged.

Fapohunda (2015) evaluated the performance appraisal structure of academics in Nigeria's public universities and the corresponding effect on their motivation and overall accomplishments. Performance appraisal that was initiated to assess staff performance adequately was not evident in these public universities as the staff saw the appraisal system as unfair due to inadequate capturing of their aggregate work components and progress.

The implication of the study is that the human resource functions need to be improved in order to motivate and enhance the performance of academic staff.

Ikonne (2015) aimed to explore the effect of feedback on the efficiency of library staff at chosen university libraries of South-western Nigeria. The data for this study was obtained through a survey research method, 186 employees were selected for the study using Taro Yamani formula for sample determination- It was revealed that employees saw such appraisal as periodic quantification of their progress; not a managerial forum intended to enhance workers' output; approach for deciding employee remuneration but not a platform for fostering effective service delivery. My input to this finding is that employees should be educated about the intent of performance appraisal system, and also their work responsibility should be unambiguous so that they will know what is expected of them in their workplace

Eneanya (2018) examined platforms for managing performance schemes in Nigeria from 1960 to 2017 for public service delivery. The data of this study was obtained through a survey among 350 employees of government agencies in Nigeria- He noted that understanding an organization's goals and turning these goals into realistic individual goals and evaluating these goals regularly will improve public service delivery. Findings revealed that low employee engagement, contradictory reforms, absence of clear measurement indices, and the use of other budgeting approaches rather than performance-oriented budgets are the challenges confronting performance in Nigeria's public service. The study affirms that institutional reforms should be upheld; public managers should undergo training on the principles of performance management techniques and essential performance criteria. This study therefore suggests that employees participation in performance appraisal process will enhance cordial relationship between managers and employees which will invariably enhance service delivery in the organization.

METHODOLOGY

The design adopted for this study was the descriptive survey design. The population of the study comprised of the staff of the four selected ministries from Enugu state civil service. The sample consisted of 335 staff of the ministries selected through simple random sampling technique. A self – developed questionnaire titled 'perceived challenges of performance appraisal in Enugu state ministries were used for data collection. The instrument was subjected to validity by two experts, one in the department of business administration and the other in the department of public administration all from Nnamdi Azikiwe University, Awka, Anambra State, Nigeria.

Comments and recommendations of the experts were effected in the final construction of the instrument by the researchers which was used for the study. The reliability of the instrument was ascertained using test and retest method. The collected data were analyzed with mean ratings and standard deviation, decision rule was based on 4-points numerical values on the response categories of: Very high extent-4points, High extent-3 points, Low extent-2points, Very low extent 1point-A criterion mean of 2.50 was adopted- This means that any item with a weighted mean value of 2.50 and above was considered high while any mean below 2.50 was considered low

Test of Hypotheses

In this section, we present hypotheses testing that has earlier been mentioned in aabove. The hypotheses were tested for statistical significance or otherwise so that we can reject or accept each observed hypothesis.

Hypothesis (Hi) One:

Hi: Performance appraisal has improved job satisfaction and motivation among employees of the ministries

Chi-Square Test

	Value	df	Asymp. Sig. (2sided)
Pearson Chi-Square	18.649	9	.029
Likelihood Ratio	12.271	9	.019
Linear-by-Linear Association	.629	1	.038
N of Valid Cases	3018		

Chi-Square Test Symmetric Measures

		Value	Asymp. Std. Error	Approx. T	Approx. Sig.
Nominal by Nominal	Phi	.022			.030
	Cramer's V	.013			.030
	Contingency Coefficient	.021			.030
Interval by Interval	Pearson's R	.511	.057	.171	.043
Ordinal by Ordinal					.024
	Spearman Correlation	.619	.064	.932	
N of Valid Cases		3018			

From the table, the value of Pearson chi-square is computed as 10.70 with a degree of freedom. However, comparing them with critical value of chi-square at 9 degree of freedom and 5% level of significance, it is clear that the computed value of 18.65 is greater than the critical value at 9 degree of freedom with 5% level of significance. Hence, the null hypothesis is hereby rejected.

The implication of this is that performance appraisal has improved job satisfaction and motivation in the selected ministries in Enugu state civil service.

Furthermore, this finding is corroborated by table 4.10.2 above where the symmetric measures were also computed to support the analysis. From the table, it can be seen that the crammer's value is significant at 0.03 which is less than 5% level of significance.

Similarly, the contingency coefficient is also significant at 0.03 just like the Crammer’s V. Both Pearson’s R and Spearmans are significant at 5% with the values of 0.043 and 0.024 respectively.

Hypothesis(Hi) Two:

Hi: Performance appraisal has improved employees potentials in the ministries

Chi-Square Test

	Value	df	Asymp. Sig. (2sided)
Pearson Chi-Square	18.649	9	.029
Likelihood Ratio	12.271	9	.019
Linear-by-Linear Association	.629	1	.038
N of Valid Cases	3018		

Table 4.11.2: Chi-Square Test Symmetric Measures

		Value	Asymp. Std. Error	Approx. T	Approx. Sig
Nominal by Nominal	Phi	.022			.030
	Cramer's V	.013			.030
	Contingency Coefficient	.021			.030
Interval by Interval	Pearson's R	.511	.057	.171	.043
Ordinal by Ordinal	Spearman Correlation	.619	.064	.932	.024
N of Valid Cases		3018			

From the table, the value of Pearson chi-square is computed as 10.70 with a degree of freedom. However, comparing them with critical value of chi-square at 9 degree of freedom and 5% level of significance, it is clear that the computed value of 18.65 is greater than the critical value at 9 degree of freedom with 5% level of significance. Hence, the null hypothesis is hereby rejected.

The implication of this is that Performance appraisal has improved employees potentials in the selected ministries in Enugu state civil service.

Furthermore, this finding is corroborated by table 4.11.2 above where the symmetric measures were also computed to support the analysis. From the table, it can be seen that the crammer’s value is significant at 0.03 which is less than 5% level of significance.

Similarly, the contingency coefficient is also significant at 0.03 just like the Crammer's V. Both Pearson's R and Spearmans are significant at 5% with the values of 0.043 and 0.024 respectively.

Discussion of Findings

From the data analysis and interpretation of the results, the following findings emerged:

Overall, the findings suggest a positive relationship between performance appraisal system and job satisfaction and motivation- Based on the findings, promotion appears to be the most critical form of pay for performance in the ministries and hence has an impact on employees motivation. The findings is also in consistent with the finding of Parveen(2015) in the empirical review, who maintain that performance rewards are positively related to job satisfaction and motivation- In the same vein Bolarnwa (2017) found that reward that is based on result will motivate employees. Neha & Himanshu(2015) in the empirical review also agree that when employees are satisfied and involved in the appraisal process, it will enhance organizational commitment towards achieving organizational goals.

The study also revealed that performance appraisal has improved employees potentials in various ways such as exposure to training, leadership opportunity, career development, drive to be successful in life, and actualization of organizational goals. This is consistent with Moses & Geoffrey (2015), in the empirical review who maintained that there is significant relationship between performance appraisal and employees performance or capacity. In the same vein Ekwochi (2013), in the empirical review found out in his work that, when employees participate in appraisal exercise, it will result to high productivity and potential enhancement of the employees. Mohamed (2005), in his study titled " Institutionalization of performance appraisal system" found out that there is smooth relationship between subordinate and superior in a well-organized appraisal exercise, which will invariably develop employees potentials for outstanding future performance

SUMMARY OF FINDINGS

The research work dealt empirically and theoretically on the "Effect of Performance Appraisal on the Service Delivery of workers. "A Survey of Enugu State Civil Service". The study determined the extent performance appraisal has improved job satisfaction and motivation in the selected ministries in Enugu State Civil Service. It also determined the extent performance appraisal has improved employees potentials in the selected ministries in Enugu State Civil Service. After a thorough presentation and analyses of the various data gathered in the course of the study, it was discovered that performance appraisal has improved job satisfaction and motivation in the selected ministries in Enugu State Civil Service through the following:

- (1) Provision of opportunity for advancement, positive attitude to work, provision of opportunity for trainings necessary for job performance, involvement in the decisions that affect organizational community, and opportunity for salary increment-
- (2) It was discovered that performance appraisal has improved employees potentials in the selected ministries in Enugu State Civil Service. The study shows that exposure to training and retraining, provision of leadership opportunity, drive to be successful, and focusing on organizational objectives.

5.2 Conclusion

The basic purpose of an appraisal system should be to improve the employee performance that will lead to organizational success and high productivity. The system must be deeply observed and recognize that employees are the most important resource. The system should first of all contribute to the motivation of employees; this ideology will require a continuous effort in, coaching, counseling, and flat communications between the employees and supervisors. The findings of this study seem to suggest that the civil service is interested in improving their performance through the performance appraisal systems. The Enugu State Civil Service should seek to enhance the employee's motivation so that they can be satisfied towards the appraisal system.

This study is expected to contribute to the knowledge of the personnel unit in the areas of performance appraisal and employees productivity in Enugu State Civil Service. If the Enugu State Civil Service use performance appraisal as a strategic appraisal and relate it with human resource activities and policies it can improve the competencies, motivation, job satisfaction, capabilities and performance of its employees.

RECOMMENDATIONS

The performance appraisal is one of the most important human resource management practices as it yields critical decision integral to various human resource action and outcomes.

This study explored the relationship between performance appraisal and service delivery of workers in the selected ministries in Enugu State Civil Service.

It is undisputable fact that having a high performing workforce is essential for growth, development and survival of any economy. It is important to recognize that a high engaged workforce can increase innovation, productivity, and bottom-line performance, while reducing costs related to hiring and retention in highly competitive talent markets. In view of the findings of this study, the researcher therefore recommends that

1. Management should encourage effective communication and transparency during appraisal exercise in order to engender equity and fairness and also increase employee engagement
2. There is need to hold the appraisers to objectivity in reporting the appraisal results of workers.
3. The performance appraisal system should be free from unnecessary leniency in which virtually all the employees get high rating.
4. It is necessary to point that motivation is an important element to employee performance. Furthermore, performance appraisal policy creates a learning experience that motivates employees to develop themselves and improve on their performance, therefore managers and directors should educate workers properly as regards performance appraisal process and the intents, so that workers will not see it as a punitive measure.
5. Employees with good performance appraisal result should be rewarded accordingly so as to install confidence in the appraisal system.
6. The management should send the employees to training, strength focused development, seminar, workshop and also programs that are based on their job roles and their performance appraisal report irrespective of their cadre or status.

Contributions to Knowledge

This study provides information that will help organizations to apply performance appraisal system constructively in order to enhance service delivery in both public and private establishments; the study also has the contents that will help human resource managers to facilitate fair and equitable compensation based on performance.

This study has the capacity to equip human resource managers in ensuring organizational effectiveness through correcting the employee for standard and improved performance and suggesting the changes in employee behavior and also the necessary knowledge about performance appraisal exercise.

This study shall also equip the managers with the necessary knowledge about their subordinates through effective communication, counseling, and coaching, which will encourage progress building towards organizational goals; therefore, the superiors will have a proper understanding about their subordinates in various areas such as training needs, development, motivational, job satisfaction, and health issues, etc.

Suggestions for Further Studies

The focus of the research was on the effect of performance appraisal on service delivery of employees in the selected ministries. However, there is need to conduct more research on the performance appraisal system particularly with regard to evaluation criteria, feedback mechanism, bias, perception of fairness by the employees and the structure in which improvements in performance appraisal and service delivery may be facilitated. This will result in a better understanding of the performance appraisal system particularly in the public service.

Another area of research direction is how to promote a performance culture in public service at the federal, state, and local government levels in terms of a healthy attitude towards risk, positive ownership spirit, accountability for results in order to build citizen- oriented quality service delivery.

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