



**Performance Appraisal: Input for Employee Productivity in the News Agency of  
Nigeria**

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**ABSTRACT**

The study sought to determine the relationship between employee performance appraisal and employees' productivity of the News Agency of Nigeria, Abuja. A structured questionnaire was used to collect primary data from employee of the News Agency of Nigeria and relevant literatures were also studied about topics related to this research. 217 questionnaires were distributed for the collection of data, however 193 were used for the data analysis. Data were analysed and discussed using inferential statistical tools (Pearson Correlation). The Pearson product moment correlation coefficient,  $r$  is 0.362 and a significant level,  $p$  of 0.048, this result showed that there was a positive significant relationship between performance appraisal and employee productivity in the News Agency of Nigeria and also the adoption of results gotten from the performance appraisal and implementation would improve their communication skills, employee enhancement, positive attitude to work, confidence, and effectiveness on the job function. Based on this, the researcher recommends that the management of the News Agency of Nigeria should invest more good and quality time in implementing and taking necessary actions on all the information given from employees' appraisal, so as to improve the competitive advantage because if the employees are assured of their appraisal being treated with utmost seriousness and sincerity and good feedback system, the employee productivity would increase and vice versa.

**CHAPTER ONE**

**INTRODUCTION**

**1.1 Background of the Study**

In any organisation, the success of the organisation or business can be attributed to performance appraisal. Performance appraisal can therefore be seen as one of the basic tools that make an employee to be very effective and efficient at work. Mullins(1999) establish the necessity of an effective appraisal scheme, he opined that it can identify an individual's strength and weakness and indicate how such strength may be utilized and overcome weakness. An organisation becomes successful when its workforce works hard to achieve the organisations goals and objectives and when the company becomes successful, it helps employees to progress in life, career and earnings (Jose, 2011). The periodic evaluation of an employee's performance measured against the job's stated or presumed requirements is known as the performance appraisal (Franklin, 2003).

The performance management system came into effect as a management reform to address and redress concerns organisations had about performance and productivity (Sharif, 2002). Globally, performance appraisal has led most organisations to spend quality time in conducting performance appraisal. It is concerned with identifying, measuring, influencing and developing job performance of employees in the organisation in relation to the set norms and standards for a particular period of time in order to achieve various purposes (Gadzedzo., 2009). Employees are required to generate a total commitment to desired standards of job performance and improved job performance for sustaining profitable growth for the organisation and long-term value creation for the customer (Singh , Kochar &Yüksel, 2010). Therefore, in any organisation, the most prominent and the most valuable assets among other factors of production is the employee. which is the manpower (Mullins, 1999). This is the reason why performance appraisal is given recognition as a tool to improve organisational activity and productivity (Donegan, 2002).

Performance appraisal has increasingly become part of a more strategic approach to integrating human resource activities and business policies. It may now be seen as a generic term covering a variety of activities through which organisations seek to assess employees and develop their competence, enhance performance and distribute rewards (Gadzedzo., 2009). In today's competitive business world, it is understood that organisations can only compete with their rivals by innovating (Mensah & and Seidu, 2012). Organisations can only innovate by managing their human resources well. Hence, the human resource system can become more effective by having a valid and accurate appraisal policy used for rating performances of the employees (Ahmad, 2015).

Performance appraisal to a larger extent can contribute to the growth of an organisation when practised effectively. Growth has been ingrained in Americans as "the path of success". Organisational growth cannot be a reality if the performance of its workers is not appraised for an improvement or reinforcement of performance (Gadzedzo., 2009). According to Donegan (2002), "success will to a larger extent depend on the organisation's ability to evaluate progress and also hold accountable those charged with executing certain tasks". This is exactly what performance appraisal seeks to do. Performance Appraisal aims at evaluating the performance of the worker against standard set thereby taking corrective actions if necessary (Gadzedzo., 2009).

A performance appraisal system is a good instrument that can be used to improve the quality of an organisation's work force performance. It is considered as an important aspect in human resources management and as part of the control process in administration (Kavussi, 1999). In order for an organisation to achieve its objectives, planning of the appraisal process is an important subject which should be undertaken to enable it achieve the objectives such as work force development, including improvements, promotions and assignments in managerial positions, persuasion and punishment, salary increase, personnel's performance feedback and determining their educational needs (Mwema, 2014).An organisation itself, needs to detect the employee efficiency to improve the manpower status, for the purpose of increasing the volume of the production and services and making positive changes in its trend (Kavussi, 1999). Therefore, employees' performance appraisal can be considered as an important factor in identifying the people's talents and capacities and its results can make them aware of advancements, plans and goals (Mwema, 2014).

It is a well-known fact that the success and growth of an organisation to a very large extent depends on the performance of its employees which performance appraisal can be a means of measurement. Therefore, it could be said that performance appraisal is a key element in today's competitive era of business in which the News Agency of Nigeria(NAN) is not left out. Productivity of employees in NAN at the various levels are very important and will contribute to achieving the goals of the Agency. The Agency expects every employee to contribute towards the achievement of its goals. The success of this scheme can only be achieved by management showing much commitment in the use of performance appraisal by putting in place mechanisms required, logistical support and time.

## 1.2 Statement of Problem

One of the critical components of the overall human resource management function in the civil service system and indeed is Performance appraisal. Performance has played significant roles in employee's productivity. However, it is pathetic to note that most performance appraisal system practised by different organisations has not been sustainable performance appraisal system such that it will enhance efficiency. Some organisations direct little attention to improving the human capital, which is the anchor of every organisational success story. Some organisations, though invest so much in other factors of production such as machinery, information technology, funds, and so on but unfortunately place little value on manpower (Gadzedzo., 2009). Performance appraisal tends to be viewed as a punitive measure by the Management of organisation making it lose its objective and focus (Adaeze, 2003). The study also shows that performance appraisal no longer seeks to actualize its objective of correcting deviations, hence increasing productivity and jettison all hindrance that tends to hinder productivity, but it is being used as a tool for subordination oppression, victimization and exploitation.

Most of performance appraisal despite the veritable return of performance appraisal to many organisations are more subjective than objective because the societal value system has subdued its objectivity and the attendants' outcomes (Adaeze, 2003). The capacity to achieve these positive outcomes will be a function of the quality of the performance appraisal experience (Mwema, 2014). Performance appraisal is a complex process and there is scope for variation, particularly when the supervisor is required to make subjective judgments of employee performance; principles of work planning; setting of agreed performance targets; there is need to pay attention to the effectiveness of such a key management function, feedback and reporting (Mwema, 2014). It is linked to other human resource management systems and processes including staff development, career progression, recruitment, placement, incentives and sanctions enabling workers to demonstrate higher productivity in the organisation.

The effect of performance appraisal on employee performance has been widely studied in Nigeria in different organization such as public sector agency (Owoyemi & George, 2013), educational institution (Ojokuku, 2013), manufacturing companies (Adedayo, 2017) State Internal Revenue Service (Zayum, Aule & Hangeior, 2017). To the best of the researcher's knowledge, no study has been conducted on the subject in the News Agency of Nigeria.

## Objectives of the Study

The general objective of the study was to determine the relationship between employee performance appraisal and employees' productivity in the News Agency of Nigeria with a view improving employees' performance in the organization. The specific objectives of the study are to:

- i. investigate the employee performance appraisal techniques in use by the News Agency of Nigeria;
- ii. examine the level of effectiveness of employee performance appraisal system employed by the News Agency of Nigeria; and
- iii. investigate the relationship between employee performance appraisal and productivity of the News Agency of Nigeria.

## Research Hypotheses

The hypothesis tested in the course of the analyses are stated below:

$H_0$ : Performance Appraisal is not related to employees' productivity in the News Agency of Nigeria

## **2.0 Review of Literature**

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

The concept of performance appraisal is one which is complex and has been dealt with by a proliferation of literatures. Performance according to Oxford Advanced Learners Dictionary is defined as “how well or badly someone does something; how well or badly something works”. Brudan (2010) as cited in Jose (2011) sees performance in management’s point of view as possibly being about personal performance or individual performance or the performance of the team or it can also be an organization’s performance. Armstrong (2001) describes performance as behaviour, that is, the way in which organization’s teams and individuals get work done. It can also be suggested that performance is not only related to results but it also relates to activities and behaviours of employees that they adopted to achieve their given goals (Iqbal, Ahmad, Haider, Batool, & Qurat, 2013). Performance is said to be future oriented, which reflects on the presentation of each employee or the whole organization and it is both subjective and informative (Jose, 2011).

Performance management, sometimes used interchangeably with performance appraisal or performance evaluation, represents a strategic and integrated approach which is geared towards delivering organizational success by improving the performance capabilities of both individuals and teams (Armstrong, 2005). Performance appraisal is defined as a mechanism developed to enhance the functioning of an employee, a group of employees working together and the company as a whole to meet the organisation’s objectives and targets (Jose, 2011). Angelo and Robert (2006) also define performance appraisal as a discrete, formal, organizationally sanctioned event, usually not occurring more frequently than once or twice a year, which has clearly stated performance dimensions and/or criteria that are used in the evaluation process. It is also described as a formal process of employee monitoring which usually involves the evaluation of performance based on the judgments and opinions of subordinates, peers, supervisors, other managers and even workers themselves. Nevertheless, it is concerned with the clarification of employees’ work expectations, helping with individual employee growth and the collective growth of the entire workforce, as well as ensuring that pay structure designing incorporates performance (Agyare, Yuhui, Mensah, Aidoo, & Ansah, 2016).

Performance appraisal regularly records an assessment of an employee's performance, potential and developmental needs (Foot & Hook, 2005). It serves as an information system for management providing feedback to the employee about his/her work output thus, it is generally used to analyse, evaluate and utilise effectively the abilities and knowledge of employees at all levels within the organisation (Osabiya, 2014). Organisations use performance appraisal systems to decide promotions, training and wage adjustments (Jose, 2011). It is always important for managers and supervisors to get the best performance from their workforce in terms of levels of production and quality of output (Foot & Hook, 2005). Performance appraisal means evaluating employees' current performance and/or performance relative to his or her performance standards (Dessler, 2005). This also means that appraisal is an opportunity to take an overall view of work contents, loads and volumes, to look back on what has been achieved during the reporting period and agreed objectives for the next. This shows that in appraising employee performance the employee does get feedback about his or her performance appraisal but indicates that in performance appraisal there is the opportunity to assess various aspects of an employee's work performance by looking back at how they have performed in the performance appraisal and then by looking forward to agree on future objectives or workload (Gadzedzo, 2009).

### **2.2 Employees’ Productivity**

Employee productivity is sometimes referred to as workforce productivity is an assessment of the efficiency of a worker or group of workers (Tangen, 2005). Productivity may be evaluated in terms of the output of an employee in a specific period of time. An employee’s productivity is assessed based on the level of performance of the employee, the effectiveness of the employee and how the employee is able to meet the

target goal. The success of an organization relies on the productivity of its employees. A well developed and consistent management approach that engenders 'esprit de corps' is a key link in the productivity process (Tangen, 2005).

The productivity of an employee is predetermined on how well an organization can:

- i. Motivate the employees: Organizations tends to focus more on senior level economic incentives which indirectly affect the commitment of lower level employees thereby reducing their level of performance. Hence, a well-structured organization motivation system will improve the effectiveness of an employee
- ii. 360-degree Feedback: Feedback is a foundational managerial skill, if effectively utilized in a manner that encourages is a corner stone of effective management.
- iii. Training: Administration of adequate training at all levels of an organization also improves the productivity of an employee thereby increasing their performance and ability to work.

In the performance appraisal, it has almost been a leap of faith on the part of human resources managers and researchers that if the performance of an employee is well managed, then organizational performance will follow (Kayode, 2016). Managers talk a lot about employee performance. There is a constant pressure to achieve performance targets, to reach higher performance levels, and to ensure that people's work supports and furthers the organization's goals. Performance appraisal is the process used to manage and checkmate this performance (Kayode, 2016). The key question asked is, "How well is an employee applying his or her current skills, and to what extent is he or she achieving the outcomes desired?" The answer has traditionally been found in the performance evaluation process, where managers look for hard data to tell how well an employee has performed his or her duties. This is where key performance indicators come into play, and they apply both at the organizational and individual levels. At an organizational level, a Key Performance Indicator (KPI) is a quantifiable metric that reflects how well an organization is achieving its stated goals and objectives. This helps the employees to work in such a way that their activities are aligned with corporate strategy.

### **2.3 Performance Appraisal and Employees' Productivity**

Performance appraisal has become a strategic tool for improving employees' productivity and organizational effectiveness. The significant role of performance appraisal in any establishment of organizations has become indispensable when we talk of organizational success. The success of any organization is dependent on how well the performance of every employee is effectively appraised and managed. The performance appraisal is a unique and very important aspect of career development which entails a regular review of the performance of employees in the organization and to communicate feedback to the employees (Salau, *et. al.*, 2014). Performance appraisal can be seen as a continuous process of assessing and measuring the inputs of every employee with a view to knowing his/her strengths and weaknesses and communicating the results back to the employees (Salau, *et. al.*, 2014). Performance appraisal could also be seen as an activity which includes the assessment of individual or other level of performance to measure and improve performance that will help in attaining corporate objectives (Abu-Doleh & Weir, 2007). However, Stone, Romero and Lukaszewski (2006) opined that Performance appraisal is a broad concept that covers quite a number of activities that is connected to evaluate employees and improve their capability, skill, abilities through training and adequate rewards (Gupta & Upadhyay, 2012).

Performance appraisal aims at clarifying the employees work expectation, improving employee development, linking pay with performance and assessing workforce development (Gichuhi, *et. al.*, 2014). 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, Kochar, & Yüksel, 2010). Effective performance appraisal and management promotes a collaborative approach that influences individual performance, development and organizational outcomes (Kayode, 2016).

Productivity is a measure of efficiency to show how the result is given by utilizing the different resources. It is a very good and helpful tool in evaluating and monitoring the performance of an employee, organization and industry (Kayode, 2016). When directed at specific point, it shows the relative worthiness of that unit to the organisation. It becomes the yardstick for comparison of the effectiveness at work. It is used for finding out the comparative effectiveness of individual, machine, team, department while performing the work. If it is not measured it is not possible to know who is doing good work and who is not (the slow performers cannot be identified). Proper use of productivity measures gives idea where the problem lies and how the productivity of problematic area can be improved. Managers are interested in productivity as it relates to making improvements in performance of their company. Armstrong (2011) had noted that issues of accuracy and fairness in performance appraisal is one of the key research interests. He stated that in the field of human resource management, performance appraisal is the foremost in trying to measure the performance and potential of the worker in any organization. But he quickly added that the purpose of measuring performance is not only to indicate where things are not going according to plan but also identify why things are going well so that steps can be taken to build on successes achieved (Mgbemena, *et. al.*, 2015).

## 2.5 Empirical Review

Musi (2016) in his research on “influence of performance appraisal system on employee productivity in public sector: a case of ministry of agriculture Ruiru Kenya” distributed 90 questionnaires to the entire staff of which 87 were returned. The identified training, promotion, remuneration and discipline as his major variables to manage performance appraisal. In terms of the influence each had on the employees’ productivity, he reported that promotion (82%), training (77%) remuneration (75%) and discipline (74%) were the four major variables in performance appraisal while 18%, 23%, 25%, and 26% felt promotion, training, remuneration and discipline respectively had no influence on their productivity as employees.

Iqbal *et. al.* (2013) in their research “Impact of performance appraisal on employee’s performance involving the Moderating Role of Motivation” made use of 150 sample size. They reported that there was a significant positive relationship between performance appraisal and employee’s performance (sig = .000,  $r = .590$ ,  $r$  is the multiple correlation coefficients between the observed and predicted values - performance appraisal - of the dependent variable – employee’s performance). They also showed from analysis made that motivation increases “ $r$ ” which is the multiple correlation between performance appraisal and employee’s performance from .590 to .607 (sig = .000), thereby increasing the strength of the relationship.

Gichuhi, Abaja, and Ochieng (2013) in their research “effect of performance appraisal on employee productivity; a case study of supermarkets in Nakuru town, Kenya” of which its essence was to investigate the effect of performance criteria, performance feedback, reward and frequency of appraisal on employee productivity. The study employed a cross-sectional survey research design. The study arrived at the findings of the study using the data collected from 178 respondents. Using regression model and at 5% significance level, they reported that performance appraisal criteria (p-value =  $0.01 < 0.05$ ), performance appraisal feedback (p-value =  $0.015 < 0.05$ ) and frequency of appraisal (p-value =  $0.01 < 0.05$ ) had significant relationships with employee’s productivity. Only performance appraisal benefits with p-value =  $0.926 > 0.05$  does not have asignificant relationship with employee’s productivity and this was as a result of respondents not being sure whether a reward would be given in terms of salary increase or promotion if it was evident that performance appraisal result was positive and no training was done on weakness and negative performance appraisal result.

## METHODOLOGY

The study employed descriptive design. This is because the design is ideal for studies relating to attitudes, behaviour, and characteristics. The study was conducted in the News Agency of Nigeria (NAN), a governmental organization for gathering, processing and distributing news about Nigeria to local and foreign news media. The population of the study comprises of staff in various departments in the organization which include: Administration/Human Resources Department, Marketing Department, Finance and Account Department, Editorial Department and Technical Department. A sample size of 217 respondents derived using Krejcie and Morgan (1973) were targeted of the 500 staff members found on the organization nominal roll. A total of two hundred and seventeen (217) copies of questionnaires were distributed, out of which, one hundred and ninety-three (193) which represents 88.9 percent. Questionnaire was the primary sources of data collected from the identified stakeholders after its development from the literature was the source primary data. Questionnaire was the primary sources of data collected from the identified stakeholders after its development from the literature. Responses were ranked on a five-point scale to give an indication of the degree of the aspect being measured. The questionnaire was administered to the response by the researcher. The researcher was assisted by some staff of the selected departments' in the organization.

Before processing the responses, the completed questionnaires were edited for completeness and consistency. Data collected through questionnaire for the study was analysed using both descriptive and inferential statistics. Pearson correlation was used to measure the strength of the association between two employee performance appraisals on employees' productivity of the news agency of Nigeria.

## PRESENTATION OF RESULTS AND DISCUSSION

### 4.1 Respondents Characteristics

From Table 4.1, this table represents the demographic information of respondents. 45.6% of of the respondents are Male staffs while 54.4% of them are Female staff. Many of the respondents (67.9%) are between the ages of 30 years to 39 years, few are between the age of 25 years to 29 years (16.1%), 7.8% were between the age 40 to 49 years, 5.7% were above 50 years of age and 2.1% are below 25 years. On their marital status, 52.3% are single, 45.6% are married, 1.0% are both divorced and widowed. The table also indicated that many of the respondents (61.1%) holds Higher National Diploma / Bachelor of Science / Bachelor of Technology just as 37.8% of the staff have National Diploma/ Ordinary National Diploma while very few (1.0%) have a Master Degree. Respondents are into different professional backgrounds. The table shows that the respondents 19.7% specialize in Accounting, 19.7% in Marketing, 28.5% in Human Resource, while 13.4% are in Technical. However, only few (5.2%) of them are associated with a professional body while 94.8% are not.

**Table 4.1: Demographic information of respondents**

	Frequency	Percentage
<b>Gender</b>		
Male	88	45.6
Female	105	54.4
Total	193	100.0
<b>Age</b>		
Below 25	4	2.1
25 – 29	32	16.6
30 – 39	131	67.9
40 – 49	15	7.8
above 50	11	5.7

Total	193	100.0
<b>Marital Status</b>		
Single	101	52.3
Married	88	45.6
Divorced	2	1.0
Widowed	2	1.0
Total	193	100.0
<b>Educational Qualification</b>		
ND/OND	73	37.8
HND/B.Sc/B.Tech	118	61.1
M.Sc/M.Tech	2	1.0
Total	193	100.0
<b>Specialization</b>		
Accounting	38	19.7
Marketing	38	19.7
Human Resource	55	28.5
Editorial	36	18.7
Technical	26	13.4
Total	193	100.0
<b>Belong to a Professional Body</b>		
Yes	10	5.2
No	183	94.8
Total	193	100.0

#### 4.2 Employee performance appraisal techniques in use by the News Agency of Nigeria

Objective one investigated the employee performance appraisal techniques in use by the News Agency of Nigeria. The section presents outcome of the analyses conducted on the questions asked.

##### 4.2.1 Employees' knowledge and perception about performance appraisal

Table 4.2 shows employees' knowledge and perception about performance appraisal. The tables assist in getting the knowledge of employee about performance after joining the organisation. 50.8% of the respondents disagree on being notified about performance appraisal after joining the organisation but 39.9% and 1.0 % of them agree and strongly agreed that they were notified of performance appraisal after joining the organisation while 8.3% respondent are undecided about their notification of performance appraisal after joining the organization. It evident from this outcome that many of the respondents are not aware of an existing appraisal structure in the organization. The few that indicated their knowledge of it probably had experience where they worked before the organization. They can also hear from those already in the organization.

In addition, the table shows the knowledge of an employee of how performance appraisal works. The knowledge of how performance appraisal works is important for the employee to know what they are to do well in order to be rated high during evaluation. 90.7% of the respondent agree that they have the knowledge of how performance appraisal works, 5.2% of the respondent disagree of having knowledge of how performance appraisal works, while 4.1% of the respondent strongly agree that they have the knowledge of how Performance Appraisal works.



Also the table shows that 86.5% of the respondent agree that conducting performance appraisal is good for the organisation, 6.2% of the respondent strongly agree that conducting performance appraisal is good for the organisation, 4.1% of the respondent disagree that conducting performance appraisal is good for the organisation, while 3.1 remain undecided on whether conducting performance appraisal is good for the organisation or not. This suggest that many of the respondent believe that performance appraisal is the right to do to know how employees are doing in their work place.

This table also show if conducting performance appraisal is integral to achieving success within the organisation or not. Although 58.0% of the respondent disagree that conducting performance appraisal is integral to achieving success within the organisation, 10.9% agree and 2.6% strongly agree. However, 28.5% of them seem not to be sure of its contribution to achieving success within the organisation. It follows from the foregoing that there are still some staff of the organization appear not to know the essence of undertaking performance appraisal. There is likely to affect their attitude toward the conduct of the exercise negatively.

**Table 4.2: Employees’ knowledge and perception about performance appraisal**

	Frequency	Percent	Cumulative percent
<b>Employee notified of PA after joining the organization</b>			
Disagree	98	50.8	50.8
Undecided	16	8.3	59.1
Agree	77	39.9	99.0
Strongly Agree	2	1.0	100.0
Total	193	100.0	
<b>Employee knowledge of how PA works</b>			
Disagree	10	5.2	5.2
Agree	175	90.7	95.9
Strongly Agree	8	4.1	100.0
Total	193	100.0	
<b>Conducting PA is good for the organisation</b>			
Disagree	8	4.1	4.1
Undecided	6	3.1	7.3
Agree	167	86.5	93.8
Strongly Agree	12	6.2	100.0
Total	193	100.0	
<b>Conducting PA is integral to achieving success within the organization</b>			
Disagree	112	58.0	58.0
Undecided	55	28.5	86.5
Agree	21	10.9	97.4
Strongly Agree	5	2.6	100.0
Total	193	100.0	

#### 4.2.2 Employee performance appraisal techniques

As displayed in Table 4.2, all the respondents (100%) indicate that thereis an appraisal system in the News Agency of Nigeria which is based on Annual Performance Evaluation Report. Furthermore, they more than 60% stated employee rating score has been mostly responsible for successful performance appraisal. 14.5% of the respondents are of the opinion that enhanced output has also played an important roleeven as 7.3 % each sees workers’ honesty and employees’ performance as criteria for successful performance appraisal. 5.5% sees self-assessment and goals as a successful performance appraisal criterion. This

Also, the shows performance appraisal rating in News Agency of Nigeria. 92.2% of the respondent says performance appraisal is efficient in the organization. 3.1% of the respondent says performance appraisal is easy there, 2.6% of the respondent says performance appraisal is complicated, and 2.1% of the respondent says performance appraisal is inefficient. To a large extent the opinion of respondents suggest that performance appraisal rating in the organization is well-organized and efficient.

Table 4.2 shows whether or whether not Head of Departments discuss performance appraisal with subordinates. 52.3% of the respondent disagree that their departmental heads meet or discuss with them on performance appraisal and 4.1% of the respondent strongly disagree. While only 3.1% of the respondent strongly agree that their departmental head meet or discuss with them on performance appraisal, 6.2% of them agree. 34.2% of the respondent remain undecided that their departmental heads meet or discuss with them on Performance Appraisal. To a large extent, respondents stated that departmental heads do not meet or discuss with the staff on performance appraisal.

In addition, Table 4.2 shows the frequency of performance appraisal in the organization. 95.9% of the respondents says performance appraisal is done in The News Agency of Nigeria, Abuja once a year, 3.1% of the respondent says is done monthly, while 1.0% of the respondent says is done in every six (6) months. This shows that generally, appraisal is being conducted annually. However, other responses regarding annual and every six (6) months reflect the possibility of each unit or department in the organization to providing feedbacks to employee on the work they do on regularly basis which is a form of appraisal and can contribute to the overall annual appraisal. Conducting appraisal on a regular basis forms a good relationship between departmental heads and subordinates and it also helps the manager to know if the employee needs any additional motivation.

**Table 4.2: Employee performance appraisal techniques**

	Frequency	Percent	Cumulative percent
<b>Performance Appraisal System used in NAN</b>			
Annual Performance Evaluation Report form	55	100.0	100.0
<b>Criteria for successful performance appraisal</b>			
Output enhanced efficiently	8	14.5	14.5
Employee score rating	36	65.5	80.0
Workers' honesty	4	7.3	87.3
Employee's performance	4	7.3	94.5
Self-assessment and goals	3	5.5	100.0
Total	55	100.0	
<b>Reason for answering 'yes'</b>			
It improves workers' productivity	12	21.8	21.8
Workers put in more effort	11	20.0	41.8
Staff productivity are assessed	6	10.9	52.7
Determines employee performance	21	38.2	90.9
Undecided	2	3.6	94.5
Allows workers honestly review their own performance	3	5.5	100.0
Total	55	100.0	
<b>Performance Appraisal Rating</b>			
Easy	6	3.1	3.1
Complicated	5	2.6	5.7
Efficient	178	92.2	97.9
Inefficient	4	2.1	100.0
Total	193	100.0	
<b>Participation in performance appraisal</b>			
Strongly Disagree	8	4.1	4.1
Disagree	101	52.3	56.5
Undecided	66	34.2	90.7
Agree	12	6.2	96.9

Strongly Agree	6	3.1	100.0
Total	193	100.0	
<b>Frequency of Performance Appraisal</b>			
Monthly	6	3.1	3.1
every 6 months	2	1.0	4.1
once a year	185	95.9	100.0
Total	193	100.0	

### 4.3 Effectiveness of employee performance appraisal in the News Agency of Nigeria

#### 4.3.1 Importance of performance appraisal

As displayed in Table 4.3, 96.4% of the staff of human resources department of the organization agree to the fact that performance appraisal play an important role in a company though 3.6% said it may or may not play an important role in a company. Respondents expressed their views on the reason for this major role in descending order. They are: performance appraisal determines employee performance (38.2%), improves workers' productivity (21.8%), helps workers to put in more effort to their work output (20.0%) and employees' staff productivity is increased (10.9%). 5.5% also believed that it allows workers to honestly review their own performance while 3.6% which are not sure of the role of performance appraisal in the company are undecided.

**Table 4.3: Importance of performance appraisal**

Importance of performance appraisal in a company	Frequency	Percent
Yes	53	96.4
Maybe	2	3.6
Total	55	100.0

#### 4.3.2 Contribution of performance appraisal to employee productivity

In response to the question asked on whether employee productivity normally increase after performance appraisal had been conducted, the human resources practitioners have differing views. 38.2% and 16.4% of the respondent correspondingly agreed and strongly agreed that employees' productivity increases after performance appraisal is conducted while 20.0% and 10% disagree and strongly disagreed that employees' productivity increases after performance appraisal is conducted. 14.5% are undecided are not sure of the connection between employees' productivity increases after performance appraisal. From all indicated, the result shows that more than half of the human resource personnel are of the view that employees' productivity increases after performance appraisal. This is in consonant with Adedayo (2017) who found that performance management make significant contribution to employee productivity. However, the author suggested emphasis on positive feedback and compensation to increase the influence.

**Table 4.4: Contribution of performance appraisal to employee productivity**

Performance appraisal increases employee productivity	Frequency	Percent
Strongly Disagree	6	10.9
Disagree	11	20.0
Undecided	8	14.5
Agree	21	38.2
Strongly Agree	9	16.4
Total	55	100.0

### 4.3.3 Performance appraisal and psychological motivation of employee

Table 4.5 shows the Appraisal psychological effect of the performance on the employee. 95.9% of the respondents stated that they are usually motivated by performance appraisal, 2.1% of the respondent stated that they de-motivated by performance appraisal, likewise 2.1% of the respondent says performance appraisal has not being ineffective in the organisation. Performance appraisal system exert a strong influence on the academics' motivation and overall performance (Ojukuku, 2013).

**Table 4.5: Performance appraisal psychological influence on the employee**

	Frequency	Percent	Cumulative percent
Motivated me	185	95.9	95.9
De-motivated me	4	2.1	97.9
Ineffective	4	2.1	100.0
Total	193	100.0	

### 4.4 Relationship between employee performance appraisal and productivity of the News Agency of Nigeria

$H_0$ : Performance appraisal is not related to employees' productivity in the News Agency of Nigeria

Table 4.6 shows the results of Pearson Correlation analysis for the relationship between performance appraisal and employees' productivity in the News Agency of Nigeria. The correlation coefficient for the variables was .362. The value indicates a moderate and positive relationship between performance appraisal and employees' productivity in the News Agency of Nigeria. The positive value shows that the more performance appraisal is conducted the more the productivity of the employees in the organization. The value is also significant since correlation is significant at the 0.05 level (2-tailed) for this research and the significance probability value for the relationship is less than 0.01 (i.e.  $0.048 < 0.01$ ). Performance appraisal is related to employees' productivity in the News Agency of Nigeria. Hence, the rejection of null hypothesis ( $H_0$ ). This supports the findings in Gichuhi, Abaja, and Ochieng (2013) that there is a positive relationship between performance appraisal and employee's performance. Iqbal et al. (2013) that there is a positive relationship between performance appraisal and employee's performance involving the moderating role of motivation.

**Table 4.6: Relationship between Performance Appraisal and Employee Productivity**

		Performance Appraisal	Employee Productivity
Performance Appraisal	Pearson Correlation	1.000	.362
	Sig. (2-tailed)		.048
	N	6	6
Employee Productivity	Pearson Correlation	.362	1.000
	Sig. (2-tailed)	.048	
	N	193	193

### Conclusion

Drawing from the findings of the study, the study draw the following conclusions:

- i. The performance appraisal in the News Agency of Nigeria has been based on Annual Performance Evaluation Report and to some extent it has been efficient however, some of the departmental head the do not always meet or discuss with employees on their performance appraisal.
- ii. Appraisal system is important to the organization, contributing to employee performance and productivity, psychology and motivation of employee.
- iii. Also, there is a positive relationship between performance appraisal and employee's performance in the News Agency of Nigeria.

### 1.3 Recommendation

Based on findings of the study, the following recommendations are made:

- i. Both managers and employees of high performance should be continually trained as to be able to provide objective input during performance appraisal.
- ii. Also, employee should be provided with feedback to improve their performance on the job while verbal encouragement should be given when necessary.

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