

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 as significant 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
Gender		
Male	88	45.6
Female	105	54.4
Total	193	100.0
Age		
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
Marital Status		
Single	101	52.3
Married	88	45.6
Divorced	2	1.0
Widowed	2	1.0
Total	193	100.0
Educational Qualification		
ND/OND	73	37.8
HND/B.Sc/B.Tech	118	61.1
M.Sc/M.Tech	2	1.0
Total	193	100.0
Specialization		
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
Belong to a Professional Body		
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
Employee notified of PA after joining the organization			
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	
Employee knowledge of how PA works			
Disagree	10	5.2	5.2
Agree	175	90.7	95.9
Strongly Agree	8	4.1	100.0
Total	193	100.0	
Conducting PA is good for the organisation			
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	
Conducting PA is integral to achieving success within the organization			
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
Performance Appraisal System used in NAN			
Annual Performance Evaluation Report form	55	100.0	100.0
Criteria for successful performance appraisal			
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	
Reason for answering 'yes'			
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	
Performance Appraisal Rating			
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	
Participation in performance appraisal			
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	
Frequency of Performance Appraisal			
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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