

**PERFORMANCE APPRAISAL AND PUBLIC SECTOR PRODUCTIVITY IN NIGERIA:
LESSONS FROM A MILITARY SERVICE UNIT**

DYAJI, G. M.

**Department of Political Science and International Relations
Covenant University, Ota, Ogun-State, Nigeria
Email: gimbia.dyaji@covenantuniversity.edu.ng**

&

IBIETAN, J.

**Department of Political Science and International Relations
Covenant University, Ota, Ogun-State, Nigeria
olajide.ibietan@covenantuniversity.edu.ng**

&

ABASILIM, U. D.

**Department of Political Science and International Relations
Covenant University, Ota, Ogun-State, Nigeria
ugochukwu.abasilim@covenantuniversity.edu.ng**

Abstract

The objectives of this paper are to examine the relationship between performance appraisal and public sector productivity and the extent to which the implementation of performance appraisal affects productivity in Nigeria, using a military service unit as the focus. The utilisation of descriptive survey design, backed by Pearson's Moment Correlation Coefficient (PPMC) for hypotheses testing greatly impacted data collection, analyses, findings and recommendations of the paper. The adoption and application of organisational justice theory as framework of analyses invigorated the discussions and suggestions to make performance appraisal criteria unambiguous, less cumbersome for the Appraisee and Appraiser. Additionally, Appraisers require re-training to effectively identify core indices of work performance which engenders better appraisal outcomes.

Keywords: Fairness, Nigeria, Performance appraisal, Productivity, Public sector.

INTRODUCTION

Public sector productivity, whether at local, state or federal levels is dependent on effective institutions. Such institutions must be deliberately reinvigorated for efficiency and underscored by the management of human resources. Assessing workers' performance is beneficial as it enables an organisation to assign their labour force according to their suitability for tasks, thereby advancing productivity (Berman, 2015).

Performance appraisal describes techniques and procedures adopted by organisations to improve operational schemes and structures. The processes and resultant effects are useful for both managerial and developmental purposes. In the Nigerian Public Sector, performance appraisal is a routine task in which worker's job-related behaviours are assessed with the expectation that such exercise will reveal employees' present performance on the job and how much performance can be improved upon in the future.

However, according to the National Productivity Centre (2018), productivity measured by outputs in relation to capital and labour inputs is not as it should be in the Nigerian public sector and this constitutes a

major challenge in the Nigerian public sector. Despite the hype on Annual Performance Evaluation Report (APER) in the Nigerian Public Service, a seemingly huge gap exists between theory and practice making the enforcement and efficacy of the system contestable.

Scholars argue that it is a mere ritual because it does not reflect the essence for conducting it, let alone engender productivity (Tukur, 2013). This account for the various civil/public service reforms from the 1934 Hunt Commission to the 2012 Oronsaye Public Service Panel (Ibietan, 2019), which has not impacted public sector productivity maximally in Nigeria.

Appraisal outcomes have the tendency to motivate or identify future training needs. Additionally, the feedback mechanism constitutes a very crucial area of human resource management (HRM) substructures in several third world nations (Lambert, 2009). In spite of these, public sector productivity is still low, and this necessitates the investigation on the relationship between performance appraisal and public sector productivity and an examination of the obstacles to implementing performance appraisal in the public sector.

This paper is structured as follows: introduction, literature review on the concept of performance appraisal, the concept of public sector productivity and the empirical link between performance appraisal and public sector productivity, theoretical framework, methodology, results and analysis, discussion of findings and conclusion.

LITERATURE REVIEW

The concepts of performance appraisal, public sector productivity and the empirical link between the two concepts are reviewed in this section.

The Concept of Performance Appraisal

One of the arduous tasks among many to perform but a notable feature of any human resource management, which is vital to the individual and organisational progress is performance appraisal (Obisi, 2011). Appraisal is the process of measuring the output of an employee and also his/her qualifications that should be within the requirements upon which employment was given. It can be conducted periodically to review the efficiency and quality of work done by an employee. The human resource management team is often in charge of conducting performance appraisal and setting up an effective management system.

Thus, the HRM unit is the domain of performance appraisal in any organisation (Chartered Institute of Personnel and Development, 2017). This further stresses that without a reliable performance appraisal system, the organisation can collapse. The principal goal of any performance evaluation is to ensure that workers get constructive criticism on ways through which their future accomplishments can be made better, thus enhancing productivity and competency levels in an organisation (Lambert, McCarthy, O'Donnell, and Wang, 2009; Abasilim, 2014). Performance appraisal in Nigeria's public sector from 1950 - 1974 was subjective (emphasises on personal traits like loyalty, drive, foresight, honesty, courage, industry and penetration) rather than being objective (effectiveness, efficiency, accountability and speed of operations), and these underscored the Udoji Public Service Commission report in 1974.

However, the Civil Service Reform of 1988 and the Ayida Review Panel of 1994 brought about target placement and performance appraisal structure in Nigeria's public sector. Performance appraisal was contingent upon "objective assessment, subject to measurable job performance and demonstration of professional competence with effective rewards and sanctions" (Ekpe, Daniel and Ekpe, 2013:50). Nigeria's public sector uses the Annual Performance Evaluation Report (APER), which is in recognition of the potential of performance assessment to identify ways to improve employee's performance, thus enhancing the productivity of the public service. According to Obisi (2011), three main types of performance appraisal exist, namely: semi-secret/semi-open, open and secret or confidential evaluative styles. The secret appraisal occurs where workers do not take part in the appraisal procedure, and outcomes of such report are unknown to the employee.

In other words, employees are unaware of their shortcomings and strengths. The appraiser who conducts the performance appraisal ignores periodic counselling after the process has been concluded. The open

appraisal type is used in Nigeria's public sector. The semi-open or semi-secret appraisal is neither completely open nor completely secret. The process is made known to the employee at the beginning but becomes secret later. In open appraisal, the contributions and failures are made known to the employee, as well as their strengths and weaknesses. As DeCenzo and Robbins (2002) state, the open appraisal encourages self-awareness as a result of the communicated outcomes to the employee, which makes such employee reflective and objective about their tasks and operations. The employee is also aware of situations they have performed better and the value they bring to the organisation, which serves as motivation.

In an open appraisal, there exist several instruments for measuring the performance of employees, and they are rating scale, essay approach, checklist technique, critical incident procedure, force choice technique, paired comparison approach and management by objectives (Majid, 2016). The rating scale method is centred on picking several characteristics of an employee's behaviour or outcome relating to a specific job (Woods, 2012). The scale consists of numbers with each number indicating a job-related performance condition like attitude, dependability, output, cooperation, initiative, attendance and many others. The appraiser places a tick along a line ranging from the highest to the lowest score (excellent to poor) according to a specific task or employee's qualities. In the essay method, the appraiser puts down his remark on an employee on a continual basis.

The appraiser takes note of the employee's relationship with other employees and the manager; the skill and knowledge of the employee; commitment and understanding of the employee towards the organisation's objectives and goals; employee's attitude and traits in relating to peers, job, manager and the organisation; the potentials of an employee for future roles (Majid, 2016). Checklist method makes use of statements and situations in comparison with employees. It is an arrangement of the appraisee's characteristics and performance. The result of the appraisal is usually quantitative. The assessor forwards the list after ticking against each situation or statement to the human resource management team. In the forced-choice method, the rater is presented with some statements or sentences about the employee in which the rater is to select the statement or sentence that best suit the employee (Choon and Embi, 2012). These statements or sentences are usually in a hunk of two or more. The paired comparison makes use of contrast. Here, the employee is compared with other employees in a group or category at a time. After the completion of the comparison, the final ranking is given to the employee. Management by Objectives (MBO) is an instrument of appraisal that was initiated by Peter Drucker, and he explained it as a method of management of performance where objectives that are clear and measurable are set and used to evaluate and review a staff's progress (Drucker, 2013). This method is said to be the simplest and best way of planning and creating employees that will perform well. Everyone in the organisation must have proper knowledge of the objectives and mission of the organisation and also knows their responsibilities and roles in achieving those set aims and objectives.

In appraising, five key players can assess; they are individual/self, supervisor, subordinate, colleague/peer and persons outside the organisation (Tyler, 2005). Individual/self-appraisal is utilised when the management accepts that it is only the individual that can appraise his/her job/operations, and this must be backed with a strong argument (Fox, 2009). This avails the individual or employee the opportunity to appraise him or herself based on the strengths, weaknesses, achievements and performance. Supervisor's appraisal can be called vertical appraisal. The supervisor is the direct boss of the employees under him, and this designation avails him the opportunity to see the responsibilities, activities and actual performance of officer and employees and rate them according to organisational appraisal standard procedures.

Subordinates' appraisal is not a common one in the public sector because of the chain of command (Cook, MacKenzie and Forde, 2016). Subordinates' appraisal avails the subordinate opportunity to appraise his bosses and heads of the department. It centres mainly on the ability of a supervisor to communicate and motivate his subordinates effectively to achieve organisational productivity. This appraisal is, however,

useful because the subordinate is in the best position to know their heads' abilities. Colleague/peer appraisal avails colleagues the opportunity to appraise themselves to bring about team spirit, good working conditions and cooperation among themselves. This appraisal gives information different from the supervisor's view, which provides the organisation with dual views to appraise an individual effectively. The external appraisal is another way of generating appraisal information by outsourcing for expertise not available in the system (Tyler, 2005). Supervisors and workers usually possess irresolute disposition, at most, toward performance appraisal (Belle, Cantarelli and Belardinelli, 2017). Notwithstanding that many tend to recognise the presumed gains of typically recording, disseminating and fixing targets in performance aspects, several people are dissatisfied with the eventual benefits gotten from progress evaluation in their organisations (Shifa, 2017).

The Concept of Public Sector Productivity

In clarifying the concept of public sector productivity, productivity must be first defined. Productivity is seen as the output of an organisation in relation to the quantity of the inputs in reaching the output. Inputs comprise of the physical and human resources while outputs are the product of the process which could be services or products (Syverson, 2011). For productivity to increase, an organisation must produce at the same quantity with fewer resources or provide more quantity with the same amount of resources. In other words, a higher proportion of commodities and amenities in relation to resource inputs is productivity. How resources are gotten and used as well as creating value is an integral part of productivity. These imply that when an organisation's resources (human and material) are not well used or not available, the organisation's productivity will reduce.

By implication, when resources used adds value to the goods or services, there would be high productivity (Yadav and Marwah, 2015). Public sector productivity is therefore defined as optimising service delivery via effective usage of public resources, emanating in higher satisfaction of citizens, growth and living standards (Berman, 2015). These encompass improved efficiency by ensuring a convenient atmosphere for increased total factor productivity in the public sector. Boosting productive levels in public agencies are vital because governments act as key recruiters. Public corporations are substantial contributors to overall national employment figures and include every worker at local, national and regional tiers as well as agencies under government ownership and control. Productivity in the public sector is also crucial because public enterprises supply primary services (Thornhill, 2006).

Delivering utilities, infrastructures, social wellbeing, healthcare and education are major functions of government to its people, especially those with insufficient funds for accessibility. Moreover, other intangible amenities which are not readily available such as defence, diplomacy and justice are provided. Low productivity implies misuse and wrong allotment of inputs. In contrast, high productivity indicates effective utilisation of public wealth where the latter is gainful for the vast majority. In Nigeria, remuneration of civil servants typically seems less appealing relative to private corporations. Additionally, the low productivity of the public service could be attributed to insufficient know-how. Arguably, organisations which possess concise and up-to-date strategies regarding performance targets and feedback structures are supposed to surpass average output levels (Owusu, 2003).

Scholars posit that public sector productivity can increase through hiring based on intellect, coaching for high capacities, incentives and attractive rewards, contractual agreements on performance, utilising non-rigid administrators, advocating top-notch ethics, reorientation and systematic revamping, deregulated activities, enacting supplier-clientele agreement, the appropriate scope of authority and re-positioning staff (Ayee, 2000; Woode, 2000; Mathis and Jackson, 2006).

The Empirical Link between Performance Appraisal and Public Sector Productivity

The issue of advancing productive levels in public organisations through effective performance appraisal has long been in the discourse, and it is evident in the following review. Looking at public organisations,

Osabiya (2014) investigated the efficacy of performance appraisal as an instrument of capturing workers' productivity in Nigerian organisations, and established that direct bosses typically evaluate workers. Most times, administrators permitted mundane issues such as favouritism or bias, gender, tribal looks and similar prejudices to affect their selection. He recommended that when decisions are not based on actual work accomplishments, the appraiser should continually be objective.

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 improving public sector productivity. However, nepotism, wrong attitude, corruption, gross indiscipline and political interference has hindered performance appraisal process, 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 prevented.

In education, Fapohunda (2015) evaluated the performance assessment structure of academics in Nigeria's public universities and the corresponding impact 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 study documents that the human resource functions needed to be improved to motivate and advance 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. It was revealed that employees saw such reviews as periodic quantification of their progress; managerial forum intended to enhance workers' output; approach for deciding employee remuneration but not a platform for fostering healthy manager-worker relations.

Aro-Gordon (2016) also proposed the utilisation of information technology (IT) to boost efficient feedbacks in Nigeria's public sector. He noted that the sector's unwillingness to enact IT into such reviews because of the phobia of numeric analysis and overall hesitation to accept technological evolutions in appraisal structures. He argues that staff training will resolve this challenge. The author canvassed that public organisations should have three to four primary goals, unlike the limitless number of goals present in Nigeria's public service as this will aid computer capability to analyse these goals.

In the agricultural sector, Bolarinwa (2017) examined the perceptions of personnel on performance appraisal apparatus and corresponding consequences on employees of Ogun State Agricultural Development Programme, Nigeria. The study revealed that personnel perception on such feedback process had a significant effect on commitment, they received promotion and go for training after the performance evaluation procedure has been concluded which has contributed to the improved productivity. In summary, they were contented with the technique adopted in the application of their reviews. However, the study posits that rewarding personnel based on results will further motivate and increase efficiency.

Zayum, Aule and Hangeior (2017) studied performance assessment effect on worker's productive levels in Plateau State Internal Service. The study tried to ascertain if the administration through the objective approach of analysing staff outcomes, influenced their productivity and affirm if 360-degree observatory comments from assessing output also affected workers productivity within the study area. These two methods of performance appraisal affected staff effectiveness in the sampled population. Based on these findings, the study supports the need to allow employee partake in goal setting and that the managerial personnel of Plateau State Internal Revenue Services should implement the 360-degree feedback appraisal method as this will improve productivity through efficient supervisor-employee interaction.

Eneanya (2018) examined platforms for managing performance schemes in Nigeria from 1960 to 2017 for public service delivery. He noted that understanding an organisation'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 the performance management techniques and essential performance criteria.

Investigating the impact of coordinating performance evaluation on staff productive gains in North-South Power Company in Nigeria, Daniel and Ibrahim (2019) explored how assessing workers' progress has impacted on productivity, taking a specific look at assessing one's conduct by managerial personnel and feedback mechanism of performance appraisal process in the study area. There exist a significant connection and positive influence of performance appraisal coordination on staff productive levels.

Predicated on the foregoing, literature shows that numerous studies have been done on this subject with similar methodology, instruments, and statistical tools applied to their analyses. There appears to be uniform agreement on the relationship that exists between performance analysis and public sector productivity. However, not many studies have focused on the fairness ideology of evaluating output that could lead to improved productivity, as most studies focused on performance appraisal and public enterprise productivity from the aspects of motivation, goal setting and remuneration. Therefore, the hypotheses for this study are:

- a. There is no significant relationship between performance appraisal and public sector productivity in the focus and period of study
- b. Lack of clear performance criteria tend not to exhibit a significant impact on the implementation of performance appraisal, which affects productivity in the unit being studied and period under review.

THEORETICAL FRAMEWORK AND APPLICATION OF THEORY

This study utilises the organisational justice theory propounded by Greenberg Jerald in 1987. He explained that the way a worker views the attitude of an organisation would affect the disposition of the employee, which may or may not lead to productivity. This is a beneficial notion in which end results and procedures are observable; in addition to explaining reasons why employees respond unfavourably to biased situations or unsuitable interrelations and proceedings (Al-Zu'bi, 2010). The three main assumptions of this theory are impartial outcomes (distributive justice), fairness procedures of allocating results (procedural justice), and civility of interpersonal dealings (interactional justice). Distributive justice presupposes that individuals recognise a choice in light of the social exchange being reasonable on the off chance that they perceive their commitments to the organisation are in offset with the expected rewards. Procedural justice characterises the perceived equitable procedures employed to decide numerous consequences.

It is assumed that unpleasant results may cause better pleasurable response from workers if they regard such corresponding processes that led to the related unfortunate action as unbiased. Interactional justice typifies equal interpersonal activities. In literature, this is known as relational justice and of recent, has been segmented into two dimensions: interpersonal justice, depicting the magnitude of regarding persons with courtesy, decency and esteem; and informational justice, which targets organisational communications that disburse enlightenment concerning why processes are adopted in particular manner or reasons for dispensing outcomes via peculiar modes (Colquitt, Greenberg and Zapata-Phelan, 2005). Some studies on performance appraisal have focused on the first two assumptions of organisational justice in recent times (that is, distributive justice that has to do with the outcomes of a decision in order to check the fairness of such decision and procedural justice that is a concern with the process of arriving at a decision) (Ikramullah, Shah, Hassan, Zaman and Khan, 2012).

Applying organisational justice theory to this work is beneficial as organisations would need to prove beyond any doubt that their performance appraisal process is reliable and depends on exact data while settling on the dissemination choices of the principal and moral norms and offer the employees the chance to change the appraisal choices. Essentially, employers and the government put in place organisational justice in their various organisations because they want to get positive results from their employees (Choudary, Kumar and Philip, 2013). However, performance appraisals turn out to be mere formality by

many organisations, whereas the potential good of the process can help develop the employee and the organisation.

Shen (2004) reports that there exist poor correction responses and transparent procedures involved in evaluating employees' progress. As a result, many problems have been generated especially the perception of the employee on performance evaluation structures in the organisation. The satisfaction of the performance assessment process is achieved when it incorporates the criteria of fairness, which has been termed organisational justice by many researchers. Therefore, a good performance appraisal system is one that provides feedback to the employee, which leads to job satisfaction and increased work performance (Suliman, 2007).

METHODOLOGY

This study adopts descriptive survey research design based on the utilisation of questionnaire to elicit responses from the sample. The population of this research is 347 personnel drawn from a military service unit (Personnel management group records, 2019). The criterion for the selection is that this unit is service-based. The sample size determination formula by Yamane (1967) was used to calculate this study's sample size from the population of 347 at 95% confidence level and 5% margin error.

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

where, N = 347, e = 0.05

$$n = \frac{347}{1 + 347(0.05)^2}$$

$$n = \frac{347}{1 + 0.8675} = \frac{347}{1.8675} = 185.8$$

From the above, the sample size of one hundred and eighty-six (186) is considered representative for this study. However, two hundred forty-two questionnaire copies (242) were disseminated in line with Israel (2013), who made provision for 30% (translating to 56) additional copies to be added, to take care of improperly filled questionnaire. On the whole, one hundred and ninety-five (195) useable copies were retrieved, simple random sampling technique was adopted in selecting personnel, which gave them an equal chance to be part of this investigation. The questionnaire was the main instrument adopted for this work.

This questionnaire was denominated on a four-point Likert scale model descending from 4 = strongly agree, 3 = agree, 2 = disagree, to 1 = strongly disagree so as to eliminate undecided responses which attract no point and its impact is insignificant. Cronbach's alpha coefficient of 0.899 was obtained meaning that the instrument was reliable to gather data for investigative purposes, and the content validity index of 0.84 was ascertained for validity test results. The Cronbach's alpha coefficient and Content Validity Index results indicated that the instrument for data collection were both reliable and valid.

The data collected were presented and evaluated through descriptive (for the Demographic Characteristics of the respondents) and inferential statistics (Pearson's Product Moment correlation) for hypothesis one. Regression analysis for hypothesis two was implemented to investigate the relationship and impact of the variables under study, respectively) using SPSS version 20.

RESULTS AND ANALYSES

This section presents the data for demographic attributes of the respondents, analyses of the hypotheses tested and discussion of the findings of the study. Table 1 depicts the participants' demographic features.

Table 1: Respondents Demographic Characteristics

| Characteristics | Frequency (N=195) | Percent |
|----------------------------------|-------------------|---------|
| Gender | | |
| Male | 141 | 72.3 |
| Female | 54 | 27.7 |
| Age | | |
| 20-30 | 114 | 58.5 |
| 31-40 | 48 | 24.6 |
| 41-50 | 31 | 15.9 |
| Others | 2 | 1.0 |
| Marital Status | | |
| Single | 98 | 50.3 |
| Married | 97 | 49.7 |
| Educational Qualification | | |
| GCE/SSCE | 75 | 38.5 |
| OND/NCE | 62 | 31.8 |
| HND | 31 | 15.9 |
| BSc | 17 | 8.7 |
| MA/MSc/MBA | 10 | 5.1 |
| Length of Service | | |
| 0-5 years | 78 | 40.0 |
| 5-10 years | 42 | 21.5 |
| 10-15 years | 34 | 17.4 |
| More than 15 years | 41 | 21.0 |
| Rank Category | | |
| Airman/Airwoman | 177 | 90.8 |
| Officer | 18 | 9.2 |

Source: Field survey (2019)

Following the data presented in table 1, it was discovered that out of the 195 respondents, 72.3% (141) are male whereas 27.7% (54%) are female. For the age distribution, 58.5% (114) falls within the age grade of 20-30years, 24.6% (48) were from the age grade of 31-40, 15.9% (31) were from the age grade of 41-50 years, and 1% (2) were above 50 years. On marital status, 50.3% (98) were single, and 49.7% (97) were married. With respect to educational qualification, 38.5% (75) had GCE/SSCE, 31.8% (62) had OND/NCE, 15.9% (31) had HND, 8.7% (17) had BSc and 5.1% (10) had MA/MSc/MBA. For the length of service, 40% (78) had been in the service for 1month-5 years, 21.5% (42) had been in the service for 5-10 years, 17.4% (34) had been in the service for 10-15 years, and 21% (41) had been in the service for more than 15 years. As regards rank category, 90.8% (177) were airman/airwoman, and 9.2% (18) were officers.

TEST OF HYPOTHESES

Hypothesis 1: There is no significant relationship between performance appraisal and public sector productivity in the focus of study.

Table 2: Relationship between performance appraisal and public sector productivity in the study area

| S/N | Hypotheses | R | p-value | Remark |
|-----|---|---------------|--------------|-------------------|
| 1 | There is no significant relationship between performance appraisal and public sector productivity in Nigerian Air Force 651 Base Services Group | -0.221 | 0.002 | Reject hypothesis |

Source: Correlation Analysis Output, *P<0.05, Significant at 5%

The result presented in Table 2 shows the relationship between performance appraisal and productivity in the focus of study. The result yielded a correlation coefficient of -0.221, which indicates that there is a weak negative relationship between performance appraisal and productivity. This negative relationship suggests that the more the conduct of performance evaluation, the lesser the productive levels. This result also reveals p-value of 0.002, which is below 0.05 (p<0.05). The null hypothesis is rejected, implying a significant negative relationship between performance appraisal and public sector productivity in the study area. This finding reveals that the more performance assessment activity, the less the public sector productivity.

Hypothesis 2: Lack of clear performance criteria may not have a significant effect on the implementation of performance appraisal that affects public sector productivity in the services group under review.

Table 3: Effect of lack of clear performance criteria on the implementation of performance appraisal that affects public sector productivity in the study area

| | Coefficients | Std.error | t | p-value |
|---|--------------|-----------|-------|---------|
| Constant | 1.810 | 0.731 | 2.477 | 0.015* |
| Lack of clear performance criteria on the implementation of performance appraisal | 0.318 | 0.149 | 2.136 | 0.084* |

Source: Regression Analysis Output, *Significant at 5%, R-square = 0.201 = 20.1%

Table 3 portrays the result of regression analysis obtained through the use of SPSS 20.0 Findings of the regression analysis reflected that 20.1% of the total variation in public sector productivity in the study’s focus was explained by lack of clear performance criteria and the result revealed there is no significant positive impact of unclear performance criteria on the implementation of performance appraisal that affects public sector productivity in the area as depicted thus: ($\beta = 0.318$, $Z_{Calculated} = 2.136$, $Z_{tabulated} = 1.96$, $P<0.05$). Hence, we conclude that there is no significant positive effect of unclear performance criteria on the implementation of performance appraisal that affects public sector productivity.

DISCUSSION OF FINDINGS

The first hypothesis states that there is no significant relationship between performance appraisal and public sector productivity in the focus of study. This was rejected as the p-value (0.002) is beneath 0.05; which connotes a significant negative relationship between performance appraisal and public sector productivity in the study area, and studies validate the relationship that exists between performance appraisal and public sector productivity in other public sector organisations in Nigeria (Ikonne, 2015; Omisore and Adeleke, 2015; Bolarinwa, 2017).

The second hypothesis states that the lack of clear performance criteria may not have a significant effect on the implementation of performance appraisal that affects public sector productivity in the focus of this

study. This was accepted as the p-value (0.244) is more than 0.05; which connotes that unclear assessment criteria are not a significant hindrance to the implementation of performance appraisal that affects public sector productivity in the unit under review. This is in tandem with Onyije (2015) that identified a lack of clear performance criteria as significant hindrance in the implementation of performance appraisal in earlier research. Osabiya (2014), Omisore and Adeleke (2015) and Fapohunda (2015) identified leniency error, central tendency error, recency error and halo effect as challenges to the enactment of performance appraisal that impact productivity negatively.

CONCLUSION

The primary goal of this study is to investigate the relationship between performance appraisal and public sector productivity using a military service unit as the focus. Performance appraisal has been a fundamental tool for improving productivity. In Nigeria's public service, productivity has been a challenge, and that underscores the various public service reforms in the country. Issues of political interference, nepotism, unethical conduct and malpractice conjoin to undermine the potential benefits of an effective evaluation system in Nigeria's public sector. This study also examined the challenges to executing performance appraisal that affects public sector productivity in the study area. It observed that negative feedback and inadequate knowledge of the appraiser to evaluate performance adequately were evident.

This study recommends that appraisers should give precise and useful measure of a worker's output in comparison to pre-determined benchmarks. Staff should not be assessed according to their traits but through performance indicators, as this is what is essential for the growth and improvement of personnel and the company. Appraisers require retraining by human resource professionals to effectively evaluate actual work performance for better appraisal outcomes.

REFERENCES

- Abasilim, U. D. (2014). A note on understanding performance evaluation in organisations. *Uniuoyo Journal of Politics and Administration*, 1(1), 11-22.
- Al-Zu'bi, H. A. (2010). Study of relationship between organisational justice and job satisfaction. *International Journal of Business and Management*, 5(12), 102-110.
- Aro-Gordon, S. (2016). Leveraging information technology for effective performance appraisal in the Nigerian public service. *SDMIMD Journal of Management*, 7(2), 21-38.
- Ayee, J. R. A. (2000). *Saints, wizards, demons and systems: Explaining the success and failure of public policies and programs*. Ghana University Press: Accra
- Bayo, O. A. (2012). Federal civil service reform in Nigeria: The case of democratic centralism. *Journal of Radix International Educational and Research Consortium*, 1(10), 1-45.
- Belle, N., Cantarelli, P. and Belardinelli, P. (2017). Cognitive biases in performance appraisal: Experimental evidence on anchoring and halo effects with public sector managers and employees. *Review of Public Personnel Administration*, 37(3), 275-294.
- Berman, E. M. (2015). *Performance and Productivity in Public and Non-profit Organisations (Second Edition)*. New York: Roulledge.
- Bolarinwa, K. K. (2017). Agricultural Extension Personnel (AEP) perception of performance appraisal and its implication on the commitment to the Job in Ogun State Agricultural Development Program, Nigeria. *South African Journal of Agricultural Extension*, 45(2), 64-72.
- Choon, K. and Embi, A. (2012). Subjectivity, organisational justice and performance appraisal: Understanding the concept of subjectivity in leading towards employees' perception of fairness in the performance appraisal. *Procedia - Social and Behavioral Sciences*, 62(24), 189-193.
- Choudary, N., Deswal, R. K. and Philip, P. J. (2013). Impact of organisational justice on employees' workplace and personal outcomes: A study of Indian insurance sector. *The IUP Journal of Organisational Behaviour*, 12(4), 1-14.

- CIPD (2017). *Performance appraisal: understand the basics of performance appraisals and how to ensure the process adds value to the organisation*. Chartered Institute of Personnel and Development. Retrieved January 15, 2019 from <https://www.cipd.co.uk/knowledge/fundamentals/people/performance/appraisalsfactsheet>
- Colquitt, J. A., Greenberg, J. and Zapata-Phelan, C.R. (2005). *What is organisational justice? A historical overview.* *Handbook of organisational justice*. Mahwah, NJ: Lawrence Erlbaum Associates Publishers.
- Cook, H., MacKenzie, R. and Forde, C. (2016). HRM and Performance: The vulnerability of soft HRM practices during recession and retrenchment. *Human Resource Management Journal*, 26(4), 557-571.
- Daniel, C. O. and Ibrahim, A. U. (2019). Influence of performance appraisal management on employee's productivity. *Global Scientific Journals*, 7(3), 701-709.
- DeCenzo, D. A. and Robbins, S. P. (2002). *Human resource management (7th Edition)*. USA: John Wiley and Sons, Inc.
- Eneanya, A. N. (2018). Performance management system and public service delivery in Nigeria: Impacts, problems, challenges and prospects. *Africa's Public Service Delivery and Performance Review*, 6(1), 1-9.
- Drucker, P. (2013) *People and Performance*. London: Routledge.
- Ekpe, A. N., Daniel, E. E. and Ekpe, M. A. (2013). Analysis of performance appraisal system of the Nigerian public sector organisation. *IOSR Journal of Humanities and Social Science*, 18(3), 49-54.
- Fapohunda, M. T. (2015). Dimensions of university academic staff performance appraisal in selected public universities in Nigeria. *Journal of Global Economics, Management and Business Research*, 3(3), 139-147.
- Fox, A. (2009). Curing what ails performance reviews. *HR Magazine* 54, 52–56.
- Ibietan, J. (2019). Oscillation of public administration paradigms and the management of public service in Nigeria: Trajectory and lessons. *The Estonian Journal of Administrative Culture and Digital Governance*. 19(2), 81-105.
- Ikonne, C. N. (2015). Influence of performance appraisal on job performance of library employees in selected university library and information centres in south-west Nigeria. *International Journal of Innovation and Applied Studies*, 11(4), 863-871.
- Ikramullah, M. Shah, B., Hassan, F. S. U., Zaman, T. and Khan, H. (2012). Purpose of performance appraisal system: a perceptual study of civil servants in district Dera Ismail Khan Pakistan. *International Journal of Business and Management*, 7(3), 142-151.
- Lambert, R. G., McCarthy, C., O'Donnell, M. and Wang, C. (2009). Measuring elementary teacher stress and coping in the classroom: Validity evidence for the classroom appraisal of resources and demands. *Psychology in the Schools*, 46(10), 973-988.
- Majid, J. (2016). Effectiveness of performance appraisal methods- An empirical study of the telecommunication sector. *International Journal of Trend in Research and Development*, 3(3), 10-17.
- Mathis, R. L. and Jackson, J. H. (2006). *Human Resource Management*. South-Western: Thomson.
- National Productivity Centre (2018). Report on labour productivity in Nigeria. Retrieved July 29, 2019 from <https://www.productivity.gov.ng/report-on-labour-productivity-in-nigeria-2010-to-2016/>
- Obisi, C. (2011). Employee performance appraisal and its implication for individual and organisational growth. *Australian Journal of Business and Management Research*, 1(9), 92-97.
- Omisore, B. O. and Adeleke, O. A. (2015). Work ethics, values, attitudes and performance in the Nigerian public service: issues, challenges and the way forward. *Journal of Public Administration and Governance*, 5(1), 157-172.
- Onyije, O. C. (2015). Effect of performance appraisal on employee productivity in a Nigerian university. *Journal of Economics and Business Research*, 21(2), 65-81.

- Osabiya, B. J. (2014). Effectiveness of performance appraisal as a tool to measure employee productivity in organisations. *Journal of Public Administration and Governance*, 4(4), 135-148.
- Owusu, F. (2003). *The effectiveness public organisations*. Iowa: Iowa State University.
- Shen, J. (2004). International performance appraisals: Policies, practices and determinants in the case of Chinese multinational companies. *International Journal of Manpower*, 25(6), 547-563.
- Shifa, A. (2017). Performance management system and its application in Ethiopian higher institution (A case study of Wachamo University). A master thesis submitted to St. Mary's University, School of Graduate Studies.
- Suliman, A. (2007). Links between justice, satisfaction and performance in the workplace: A survey in the UAE and Arabic context. *Journal of Management Development*, 26(4), 294-311.
- Syverson, C. (2011). What determines productivity? *Journal of Economic Literature*, 49(2), 326–365.
- Thornhill, D. (2006). Productivity attainment in a diverse public sector. *Presentation at Institute of Public Administration seminar on promoting productivity in a diverse public sector*, Dublin, 21 April.
- Trost, A. (2017). *The end of performance appraisal: a practitioner's guide to alternatives in agile organisations*. Switzerland: Springer Nature.
- Tukur, H. H. (2013) The Nigerian civil servant and the Annual Performance Evaluation Report: A critical analysis. *Journal of Social Sciences and Public Affairs*. 3(1), 30-37.
- Tyler, K. (2005) Performance art. *HRMagazine* 50, 58–63.
- Woode, S. N. (2000). *Ethics in Business and Public Administration*. Accra: Presbyterian Publishers.
- Woods A. (2012). Subjective adjustments to objective performance measures: the influence of prior performance. *Accounting, Organisations and Society*, 37(6), 403-425.
- Yadav, P and Marwah, C. S. (2015). The concept of productivity. *International Journal of Engineering and Technical Research* 3(5), 192-196
- Yamane, T. (1967). *Statistics, an introductory analysis (2nd Edition)*. New York: Harper and Row.
- Zayum, S. S., Aule, O. and Hangeior, A. A. (2017). Performance appraisal and employee productivity in Plateau State Internal Revenue Service, Nigeria. *Journal of Public Administration and Governance*, 7(4), 24-37.