

**EMPLOYEES' PERCEPTION OF THE EVALUATION SYSTEM AND JOB
PERFORMANCE IN LAGOS STATE CIVIL SERVICE
(2014-2020)**

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18PMP01968**

JULY, 2021

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**A DISSERTATION SUBMITTED TO THE SCHOOL OF POSTGRADUATE
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AWARD OF MASTER OF PUBLIC ADMINISTRATION (MPA) DEGREE IN THE
DEPARTMENT OF POLITICAL SCIENCE AND INTERNATIONAL RELATIONS,
COLLEGE OF LEADERSHIP AND DEVELOPMENT STUDIES, COVENANT
UNIVERSITY, OTA, OGUN STATE, NIGERIA**

JULY, 2021

ACCEPTANCE

This is to attest that this dissertation is accepted in partial fulfilment of the requirements for the award of the degree of Master of Public Administration (MPA) in Public Administration in the Department of Political Science and International Relations, College of Leadership and Development Studies, Covenant University, Ota, Nigeria.

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DECLARATION

I, **ADETOMIWA, FOLAHAN TOLULOPE (18PMP01968)**, declares that I carried out this research under the supervision of Prof. Daniel Gberevbie of the Department of Political Science and International Relations, College of Leadership and Development Studies, Covenant University, Ota, Ogun State, Nigeria. I attest that the dissertation has not been presented either wholly or partially for the award of any degree elsewhere. All sources of data and scholarly information used in this dissertation are duly acknowledged.

ADETOMIWA, FOLAHAN TOLULOPE

Signature and Date

CERTIFICATION

We certify that this dissertation titled **EMPLOYEES' PERCEPTION OF THE EVALUATION SYSTEM AND JOB PERFORMANCE IN LAGOS STATE CIVIL SERVICE (2014-2020)** is an original research work carried out by **ADETOMIWA FOLAHAN TOLULOPE (18PMP01968)** in the Department of Political Science and International Relations, College of Leadership and Development Studies, Covenant University, Ota, Ogun State, Nigeria under the supervision of Prof. Daniel Gberevbie. We have examined and found this work acceptable as part of the requirements for the award of Master of Public Administration (MPA) in Public Administration.

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DEDICATION

This dissertation is dedicated to the Almighty God for His love, grace, mercy, protection, provision, strength, and blessings. Above all, His constant favour over me. I thank God for seeing me through this work. Lord, You are Great!

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LIST OF ABBREVIATIONS

ACRONYM	DESCRIPTION
ANOVA	Analysis of Variance
APER	Annual Performance Evaluation Report
BARS	Behavioural Anchored Rating Scales
BSCO	Balanced Scorecard of Objective
CAS	Confidential Appraisal System
CIT	Critical Incident Technique
CPM	Computerised Performance Monitoring System
EE	Employees' Evaluation
EG	For Example
FR	Financial Regulations
GL	Grade Level
HR	Human Resources
IBILE	Ikorodu, Badagry, Ikeja, Lagos, and Epe
ICT	Information and Communication Technology
KPDs	Key Performance Deliverables
KPIs	Key Performance Indicators
LASG	Lagos State Government
LCDA	Local Council Development Area
LGA	Local Government Area
LSCS	Lagos State Civil Service
LSLGSC	Lagos State Local Government Service Commission
MBO	Management by Objective
MDAs	Ministries, Departments, and Agencies
MTN	Mobile Telephone Network
NCHRE	Nigerian National Centre for Health Research Ethics
NSC	Nigerian Civil Service
NIHORT	National Horticultural Research Institute
OGADEP	Ogun State Agricultural Development Programme
OTCI	Office of the Transformation, Creativity, and Innovation
PA	Performance Appraisal
PAS	Performance Appraisal System
PPMC	Pearson Product-Moment Correlation
PSR	Public Service Rules
RDE	Recruitment, Discipline, and Exit
SMART	Specific, Measurable, Assignable, Realistic, and Time-bound
SMEs	Small and Medium Enterprises
SPADEV	Staff Performance Appraisal and Development Evaluation
SPSS	Statistical Package for Social Sciences
THIS	Techiman Health Insurance Scheme

ABSTRACT

The Lagos State Civil Service employs the revitalised Staff Performance and Development Evaluation System, a switch from the Annual Performance Evaluation Reporting System currently in use in the Nigerian Civil Service because it is said to be a better system that provides an efficient and effective solution to the evaluation exercise and improves civil service performance. Institutions with this human resource evaluation mechanism have a call to ascertain if the workforce is satisfied with the performance evaluation. Upon this, the study aimed to investigate employees' perception of the evaluation system on job performance in Lagos State Civil Service. This included the perception of employees regarding purpose, performance criteria, appropriacy of authority, feedback, appraiser/appraisee relationship, integrity, fairness, and skill set. As well as the challenges associated with the employees' evaluation system and the workable strategies in improving the evaluation system. The research is conducted using a cross-sectional design with a pre-planned survey questionnaire and interview guide. Respondents of this study was the 131 employees (Grade Level 01-14) of the Lagos State Local Government Service Commission, ranging from the middle level to the junior level, which equals 92.25% of the total 142 target population. A random selection of respondents was used to administer the questionnaire, and an in-depth interview was used to provide more detailed information to the study. The Expectancy Theory by Victor Vroom (1964) was used as the study's theoretical framework that braced the discussion and findings of the paper. Data collected were analysed using descriptive statistics (Frequencies and Percentages) and inferential statistics (Simple Linear Regression and Pearson's Correlation) through the Statistical Package for Social Science (SPSS Version 21) to address the research questions and hypotheses. Interview responses were analysed thematically. The findings showed mixed perceptions. While some areas like purpose, performance standards, appraiser/appraisee consultation, appropriate authority, feedback, and some skill sets were rated positively, others like the appeal system and appraiser/appraisee result-based evaluation were rated negatively. Some other responses had close disparity like business and technical proficiency, problem-solving initiative and foresight. The study concluded that if the proper measures are put in place, performance appraisal is a tool that can be used to enhance job efficiency and effectiveness in the organisation. The study also noted suggestions from respondents and recommended that for the appraisal to be effective; employees need to be given feedback within a reasonable time to gauge themselves, the government need to invest in off-the-job training for its officers to be more productive and adaptable to the ever-changing world, and the appropriate mechanisms for proper monitoring and follow-up of the evaluation system need to be in place to ensure that the protocols meet their intended objectives.

Keywords: Employees' evaluation system, job performance, Lagos State Civil Service, on-the-job development, SPADEV reporting system