

**EFFECT OF APPRAISAL TECHNIQUE ON WORKERS PERFORMANCE AT  
THE FEDERAL CAPITAL DEVELOPMENT AUTHORITY, (FCDA), ABUJA.**

**BY**

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**NSU/ADM/PGD/PAD/M.Sc/064/15/16**

**A DISSERTATION SUBMITTED TO THE SCHOOL OF POSTGRADUATE  
STUDIES, NASARAWA STATE UNIVERSITY, KEFFI IN PARTIAL  
FULFILMENT OF THE REQUIREMENTS FOR THE AWARD OF MASTER OF  
SCIENCE (M.Sc) DEGREE IN PUBLIC ADMINISTRATION.**

**October, 2019**



## **DEDICATION**

This research work is dedicated to the Almighty God who has given me life to pass through this phase of life.

## ACKNOWLEDGMENTS

I acknowledge the most powerful God for life, strength, wisdom, courage and ability to complete this research work.

My profound gratitude goes to my supervisor, Dr. Charles Nwekeaku, and also my internal examiner Dr. Hussaini Tukur for their scholarly guidance. Indeed, their assistance and constructive criticisms were some of the inputs which led to the successful completion of this study.

I express my sincere gratitude to my Head of Department; Dr. Abdullahi Muhammed, and to other lecturers in the Department of Public Administration who are associated with my M.Sc degree programme.

My earnest gratitude goes to my parents, Mr. and Mrs. Osu, and my wife for their support, care and love and to my children for their continuous encouragement.

## ABSTRACT

The study examined the effect of performance appraisal technique on workers' performance in the Federal Capital Development Authority. The objectives of the study include; to demonstrate how performance appraisals are carried out at the Federal Capital Development Authority (FCDA); to determine whether performance appraisal system actually reveals the level of staff Performance in FCDA; to ascertain whether performance appraisal techniques has influences on management decision toward staff promotion; to establish whether performance appraisal is an effective tool for identifying the training needs of an employee in FCDA; and to investigate whether favoritism influences performance appraisal rating in FCDA. Goal theory by Edwin Locke (1962) was adopted as theoretical framework for the study. However, the study adopted survey and documentary research design. The population of the study comprised the staff of Federal Capital Development Authority. Meanwhile, sample size of 240 were selected for the study using purposive sampling technique. Both primary and secondary method of data collection were used. Findings from the study revealed that; Annual Performance Evaluation Appraisal Report in Federal Capital Development Authority (FCDA) is carried out at departmental level; Performance appraisal technique has significant influenced on management decision for staff promotion in FCDA; Management decision for promotion stipulated three years continue review of staff performance appraisal reports to an average of 60% why the written examination usually carry 40%. Performance appraisal also serve as basic tools for identifying some of challenges affecting employees of FCDA in performing their duties and responsibilities and this was as a result of inadequate capacity building or regular training for staff of the administration. The study concluded and recommended that; the Management of Federal Capital Development Authority (FCDA) should ensure Annual Performance Evaluation Appraisal Report is carryout at departmental level with most sincerity in the use of grading methods for all staff of the authority. The Management of Federal Capital Development Authority (FCDA) should encourage staff to do more so as to upgrade their level of performance from their current grade level D to A & B in subsequent exercise.

## TABLE OF CONTENTS

Title Page	-	-	-	-	-	-	-	-	-	-	i
Declaration	-	-	-	-	-	-	-	-	-	-	ii
Certification	-	-	-	-	-	-	-	-	-	-	iii
Dedication	-	-	-	-	-	-	-	-	-	-	iv
Acknowledgments	-	-	-	-	-	-	-	-	-	v	
Abstract	-	-	-	-	-	-	-	-	-	-	vi
Table of Contents	-	-	-	-	-	-	-	-	-	-	vii

## CHAPTER ONE

### INTRODUCTION

1.1	Background to the Study	-	-	-	-	-	-	-	-	-	1
1.2	Statement of the Problem	-	-	-	-	-	-	-	-	-	4
1.3	Research Questions	-	-	-	-	-	-	-	-	-	5
1.4	Objectives of the Study	-	-	-	-	-	-	-	-	-	6
1.5	Significant of the Study	-	-	-	-	-	-	-	-	-	6
1.6	Scope of the Study	-	-	-	-	-	-	-	-	-	7
1.7	Definition of Terms	-	-	-	-	-	-	-	-	-	8

## CHAPTER TWO

### LITERATURE REVIEW

2.1	Conceptual Framework	-	-	-	-	-	-	-	10
2.2	Empirical Literature	-	-	-	-	-	-	-	46
2.4	Theoretical Framework	-	-	-	-	-	-	-	54

## CHAPTER THREE

### RESEARCH METHODOLOGY

3.1	Research Design	-	-	-	-	-	-	-	57
3.2	Population, Sample Size and Sampling Technique	-	-	-	-	-	-	-	58
3.3	Method of Data Collection	-	-	-	-	-	-	-	59
3.4	Technique of Data Analysis	-	-	-	-	-	-	-	59
3.5	Justification of Method	-	-	-	-	-	-	-	60

## CHAPTER FOUR

### DATA PRESENTATION AND ANALYSIS

4.1	Data Presentation	-	-	-	-	-	-	-	61
4.2	Data Analysis	-	-	-	-	-	-	-	84
4.3	Discussion of Findings	-	-	-	-	-	-	-	88

## CHAPTER FIVE

### SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1	Summary -	-	-	-	-	-	-	-	92
5.2	Conclusion -	-	-	-	-	-	-	-	93
5.3.	Recommendations	-	-	-	-	-	-	-	94
5.4	Limitations of the Study	-	-	-	-	-	-	-	95
	References	-	-	-	-	-	-	-	97
	Appendix	-	-	-	-	-	-	-	101



# CHAPTER ONE

## INTRODUCTION

### 1.1 Background to the Study

Performance appraisal is one of the basic tools that make workers very effective and active at work. A critical look out on this may bring about the need for motivation, allowances, development, training and good human relationship in an organization.

Performance appraisal is seen as “a structural formal interview between subordinate and supervisor, that usually takes the form of periodic interview (annually or semi-annually), in which the work performance of the subordinate is examined and discussed, with the view of identifying the weaknesses, strengths as well as opportunities for improvement and development” (Decenzo and Robbins, 1995: 358).

The essence of performance for most organizations is delivering products and services that meet or exceed customer expectations, thereby creating a competitive advantage so that customers are retained and market share is increased (Sasson, Alvero and Austin 2006). Another view is that a performing organisation is one that maximizes shareholders' value, thus maximizing the difference between input costs and revenue (Copeland 1994). This is often a controversial statement since organizations in Europe and Japan expect a balance between all the stakeholders (Copeland 1994:97), and is supported by the view of (Neely, Adams and Kennerley 2002) as part of their Performance Prism which includes all the stakeholders and not only the shareholders.

Globally, organizations whether service or manufacturing do everything possible to ensure that all employees are adequately committed to their specialized work in order to

attain organizational goals (Mullins, 1996). Therefore, performance appraisal (PA) is a major management practice to assess the immediate and future relevance of any worker in any given organisation.

For every organization to constantly realize its set goals, it is important that performance appraisal must become a regular exercise and must occupy central role/or function of the management. The unbiased practice of performance appraisal will make all organisations to face keen competitions and challenges at local, national and international levels. That is, performance appraisal is a major tool to measure the status of any organization across board.

The major concern of performance appraisal is basically with a review of the individual's performance during a set period to identify his area of strengths and weaknesses, and establish targets for him to achieve within the overall corporate objectives of the organization. The growing recognition that business results are largely attributable to employee performance is leading many executives to seek creative ways of significantly improving that performance (Jimgris, 2007). Job value or size is measured by comparing the incidence of various factors in a job. However, it is the task of top management to coordinate the efforts of managers to improve productivity. Performance appraisal systems in Nigeria have been largely characterized by non-disclosure of appraisal results to the employees (Ubeku, 1975). This apparent secrecy over performance appraisal results tends to put in the hands of supervisors and managers, a potential tool of cracking down on "recalcitrant" employees with impunity. They indicated that promotions and pay

increases could be based on objectives performance data rather than on favoritism, subjectivity, observations or opinions. There are numerous appraisal techniques in evaluating workers performance base on the organization one finds himself. By using any of these appraisal techniques in evaluating the employees' achievements, management helps them to discover their strengths and weaknesses. This should motivate the employees to raise their levels of performance. It is in this regard that the study examines the effect of appraisal techniques on workers performance in the Federal Capital development Authority (FCDA) with a view to showing how it can be used as a basis for promotion.

However, Annual Performance Evaluation Report (APER) has been in use in the FCDA as an appraisal technique to evaluate the performance of her workers. Nevertheless, According to Gilbert (2006), APER system is constantly being abused by favouring some employees over others either due to personal relationships, or tribalism thereby making the system lose its credibility. The appraisal system should be formalized especially in supporting decisions on salary and wage increases, transfers, promotions and dismissals, as well as communicating information to appraise through a review of their progress. Results of performance appraisal should be used to discuss performance and progress of personnel in relation to goals. This study therefore seeks to examine the effect of performance appraisal technique on employee's performance in Federal Capital Development Authority.

## 1.2 Statement of the Problem

The basic aim of every organization is to achieve its objectives, goals or targets successfully. In order to achieve this, there is need to focus on performance appraisal viz-a-viz the appraisal technique in use. The main challenge that faces organizations is how to get maximum performance from their employees. Performance appraisal is not only considered to have a positive influence on performance of employees in an organization (Fletcher, 2004), but also may have a negative impact on motivation, role perceptions, and turnover if it is poorly designed or administered (Hannabuss, 1991). Performance appraisal should be linked to attractive incentive to employees, enabling workers to demonstrate higher performance. Most organizations in the competitive market fail since their workers perform below standard for they are not encouraged to work harder. Employees are the life blood of every organization. If management does not invest much into the welfare of their workers, problems are bound to arise leading to industrial strike actions, low commitment to work, low morale and low productivity of goods and services. Attractive appraisal techniques are established by some organizations to help motivate their employees to strive hard to be recognized and rewarded. Once employees are motivated, their performance reflects on performance. Employees strive hard by pooling together skills, knowledge and efforts to achieve maximum output.

Performance appraisal, therefore, seems to be inevitable. In the absence of a carefully structured system of appraisal, people will tend to judge the work performance of others, including subordinates, naturally, informally and arbitrarily. The human inclination to

judge without a structured appraisal system can create serious motivational, ethical and legal problems in the workplace. Without a structured appraisal system, there is little chance of ensuring that the judgments made will be lawful, fair, defensible and accurate.

However, Federal Capital Development Authority (FCDA), Abuja has implemented performance appraisal policy to enhance employee performance. Reports generated from their Human Resource Information Systems revealed mixed results about employee performance due to the improper implementation of the performance appraisal system. It is in the light of this that this study investigate the effect of appraisal technique on workers performance in Federal Capital Development Authority (FCDA), Abuja.

### **1.3 Research Questions**

This study seeks to answer the following questions:

- i. To what extent has management of staff affected staff performance at the Federal Capital Development Authority?
- ii. How does acceptance of responsibility affected staff performance at the Federal Capital Development Authority?
- iii. To what extent has punctuality at work affected staff performance at Federal Capital Development Authority?
- iv. How proficiency in does discharged of duties influence staff performance in Federal Capital Development Authority?
- v. How does reliability under pressure affected staff performance at Federal Capital Development Authority?

#### **1.4 Objectives of the Study**

The main objective of this study is to examine the effect of Performance appraisal technique on workers' performance in Federal Capital Development Authority. The specific objectives are as follows;

- i. To determine whether management of staff affected staff performance at Federal Capital Development authority.
- ii. To examine how acceptance of responsibility affected staff performance at federal capital development authority.
- iii. To find out whether punctuality at work affected staff performance at federal capital development authority.
- iv. To investigate whether proficiency in discharge of duty influence management decision in Federal Capital Development Authority.
- v. To examine whether reliability under pressure affected staff performance at Federal Capital Development Authority.

#### **1.5 Significance of the Study**

The findings of the study will not only be beneficial to the personnel of the chosen organization for the study, which is Federal Capital Development Authority, but also; help managers in other organizations in setting goals and targets for employees to achieve through proper supervisory control by line managers. It will help in identifying and improving the training and development needs of workers. It will also assist in motivating

employees who contribute effectively to the attainment of organizational goals and objectives.

At the end of the study, its findings will help government agencies in assessing various organizations, corporate agencies for an overall improvement in performance appraisal. It will also afford the government the opportunity of reviewing the already laid down performance appraisal system.

Therefore, the significance of this work cannot be overemphasized because it will help to update students in this field with respect to FCDA.

### **1.6 Scope of the Study**

The study restricts itself to the Federal Capital Development Authority (FCDA), Abuja, with senior and junior staff as subjects. This study was also limited to examining the effects of appraisal technique on workers' performance in Federal Capital Development Authority (FCDA). It attempted to the extent performance appraisal motivated workers of Federal Capital Development Authority (FCDA) to improve their performance. It further enquired to know whether performance appraisal assisted the management of Federal Capital Development Authority (FCDA) to identify the strengths and weaknesses of workers. The scope was, therefore, limited to the effects of appraisal technique on workers' performance in Federal Capital Development Authority (FCDA) from 2006 and 2016. This therefore means that the study area in which data were obtained is Federal Capital Development Authority.

## 1.7 Definition of terms

**Appraisal:** A formal assessment, typically in an interview, of the performance of an employee over a particular period.

**Public Service:** Government machinery for carrying out her day to day duties and services. The public service is empowered by the constitution of the nation, and is also governed by a set of regulations known as the "Public Service Rules" (PSR) which equally serves as a code of conduct for all public servants/Administrators

**Personnel:** This refers to a group of persons working for an organization. In this study personnel refer to the staff of Federal Capital Development Authority.

**Performance:** Task which is accomplished by the staff of Federal Capital Development Authority.

**Human Resource:** These are human beings used in the production process. They could still be called employees or provide of labour.

**Compensation:** This is the reward or payment gain to the provider of labour. A labourer deserves his wages. Compensation could also be referred to as remuneration.

**Job evaluation:** This is the systematic method of appraising the work of each job in relation to other jobs in the organization.

**Effectiveness:** Effectiveness is the capability of producing a desired result. When something is deemed effective, it means it has an intended or expected outcome, or produces a deep, vivid impression.



**Efficiency:** A level of performance that describes a process that uses the lowest amount of inputs to create the greatest amount of outputs. Efficiency relates to the use of all inputs in producing any given output, including personal time and energy.

**Management:** Is the effectiveness and optimum used of human and material resources to achieve a goal.

**Responsibility:** Is a person who is reliable and able to carryout various duties imposed on him/her by the establishment.

**Evaluation:** Evaluation is a systematic determination of a subject's merit, worth and significance, using criteria governed by a set of standards. It

## CHAPTER TWO

### LITERATURE REVIEW

#### 2.1 Conceptual Framework

Literature review is a systematic and organized analysis of works already done by experts and scholars on the topic under study. The review of other people's work would serve the purpose of identifying areas of emphasis of past research and the gap(s) to be filled by present and future researchers. Also, literature review provides robust background knowledge of the subject matter and places one's own research in its relevant context. As Sellitiz et al (1963) argued, "One of the simplest ways of economizing effort is to review and build upon the works already done by others".

##### 2.1.1 - Concept of Performance Appraisal

Performance appraisal is a means of measuring or assessing employees' achievements within a stated period of time using reliable measurement criteria with the ultimate goal of providing information to superiors on how to improve employees' effectiveness. There are literatures on performance appraisal. The term has been synonymous with performance management, performance review and performance evaluation. According to Esu (2009), Performance appraisal is "a systematic and holistic process of work, planning, monitoring and measurement aimed at continuously improving the teams and individual employee's contribution to achievement of organizational goals". This depicts that performance appraisal is used as a means of establishing future goals, monitoring

employees' progress based on specified job description, and measuring performance, teamwork and achievements based on specified tasks that can be linked with organizational goals and objectives.

Performance appraisal is used to formally determine employees' effectiveness and contribution (Ikramullah, Mohammed and Khan2011). In addition, Fletcher (2001) opined performance appraisal as a means by which organizations develop competency, improve employee motivation and achieve equitable allocation of resources. In essence, performance appraisal achieves multiple purposes from measurement to motivation and resource allocation. As noted by Cleveland, Murphy, and Williams (1989), performance appraisal systems can be used to motivate employees through remuneration, promotions, retrenchment, and the improvement of skills, competence and expertise. In addition, performance evaluation can be said to be a process of measuring employees contribution which turns out to be beneficial, both to the staff and the organization at large if carried out properly.

Moreover, Sally and Sowa (2011) believed that the ultimate objective of any evaluation procedure is aligning individual goals and objectives with organizational objectives and priorities while individual performance should be reflected in how they contribute to organizational growth and development. According to Bassey, Esu and Inyang (2009), performance appraisal system is a means of investigating employee achievement over a certain period of time for achieving organizational goals. Consequently, performance appraisal is a means of knowledge sharing among subordinates and superiors to

adequately measure the progress of the employee which will aid in making strategic human resource decisions.

In addition, Atiomo (2000) agrees with Fajana (1997) that performance appraisal is a method of assessing the human resource capabilities and skills and also to identify areas of improvement (Fajana, 1997; Atiomo, 2000; Obisi 2010). Atiomo (2000) noted that in order for performance appraisal to be effective there must be clear job description hence every individual needs to know what his role is in the organization. It can be deduced that performance appraisal is the process through which an organization collects individual's data in terms of strengths and weaknesses in order to explore ones opportunities and potentials for development and growth while also determining future threats that can be harmful to one's career and the organizational setting at large, which is subsequently communicated to the individual.

Performance appraisal is a process that is carried out to enable both the individual and the organization to analyze, examine and evaluate the performance of specified objectives over a period of time. This process can take up formal and informal forms (McCourt & Eldridge 2003, 209). The purposes of performance appraisal have been classified into two groups that is the developmental and administrative purposes. The developmental purposes of performance appraisal include providing performance feedback, identifying individual strengths/weaknesses, recognizing individual performance, assisting in goal identification, evaluating goal achievement identifying individual training needs, determining organizational training needs, improving communication and allowing

employees to discuss concerns. On the other hand, administrative Under the developmental purposes are purposes of performance appraisal include but are not limited to documenting personal decisions, determining promotion candidates, determining transfers and assignments, identifying poor performance, deciding layoffs, validating selection criteria, meeting legal requirements to mention a few.

Performance appraisal can be conducted once, twice or even several times a year. The frequency will be determined by the organizations depending on the resource capability and what is to be evaluated with regard to organization's objectives and strategies. There are a number of alternative sources of appraisal and these include;

1. Manager and/or supervisor

> Appraisal done by an employee's manager and reviewed by a manager one level higher.

2. Self-appraisal performance

> By the employee being evaluated, generally on an appraisal form completed by the employee prior to the performance interview.

3. Subordinate appraisal

> Appraisal of a superior by an employee, which is more appropriate for developmental than for administrative purposes.

4. Peer appraisal

Appraisal by fellow employees, compiled into a single profile for use in an interview conducted by the employee's manager.

#### 5. Team appraisal

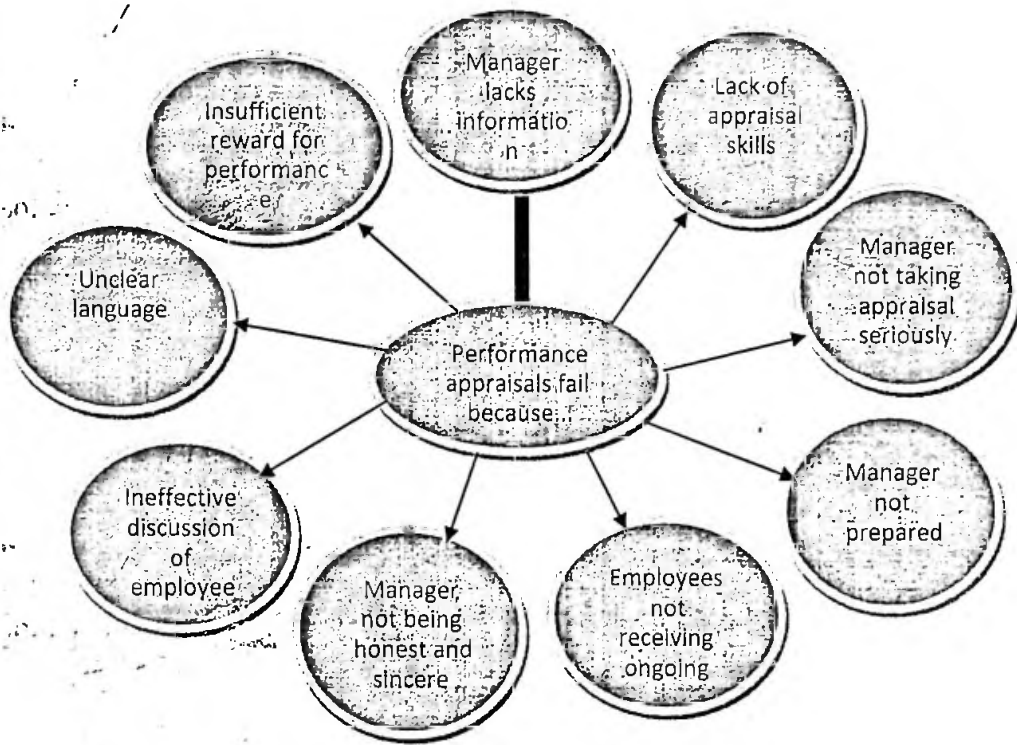
Appraisal based on total quality management concepts, recognizing team accomplishments rather than individual performance.

#### 6. Customer appraisal

Appraisal that seeks evaluation from both external and internal Customers.

It is however important to note that, if there are no proper systems and plans to deal with the findings of the performance appraisal, the expected benefits of this process for the organization may not be realized. Further still, although good performance appraisal may be good for an organization, it may be bad if not professionally handled. Depending on the appraisal feedback; negative or positive, its impact to the employee may damage the organization if not taken well by the employee (McCourt & Eldridge 2003, 211 – 212). It can demoralize the employee and sometimes may lead to losing the key employees just because they could not take the appraisal feedback and feel that they will be better off somewhere else.

HRM needs to note some of the reasons as to why performance appraisals fail. Some of these reasons are shown in the figure below:



**Figure 2. Reasons why performance appraisals fail (Source: Bohlander and Snell (2004).**

### 2.1.2 Workers Performance

Workers performance or Employee performance is normally looked at in terms of outcomes. However, it can also be looked at in terms of behavior (Armstrong 2000). Kenney et al. (1992) stated that employee's performance is measured against the performance standards set by the organization. There are a number of measures that can be taken into consideration when measuring performance for example using of productivity, efficiency, effectiveness, quality and profitability measures (Ahuja 1992) as briefly explained hereafter. *Profitability* is the ability to earn profits consistently over a

period of time. It is expressed as the ratio of gross profit to sales or return on capital employed (Wood & Stangster 2002). *Efficiency and effectiveness* - efficiency is the ability to produce the desired outcomes by using as minimal resources as possible while effectiveness is the ability of employees to meet the desired objectives or target (Stoner 1996). *Productivity* is expressed as a ratio of output to that of input (Stoner, Freeman and Gilbert Jr 1995). It is a measure of how the individual, organization and industry converts input resources into goods and services. The measure of how much output is produced per unit of resources employed (Lipsey 1989). *Quality* is the characteristic of products or services that bear an ability to satisfy the stated or implied needs (Kotler & Armstrong 2002). It is increasingly achieving better products and services at a progressively more competitive price (Stoner 1996).

As noted by Draft (1988), it is the responsibility of the company managers to ensure that the organizations strive to and thus achieve high performance levels. This therefore implies that managers have to set the desired levels of performance for any periods in question. This they can do by for example setting goals and standards against which individual performance can be measured. Companies ensure that their employees are contributing to producing high quality products and/or services through the process of employee performance management. This management process encourages employees to get involved in planning for the company, and therefore participates by having a role in the entire process thus creating motivation for high performance levels. It is important to note that performance management includes activities that ensure that organizational



goals are being consistently met in an effective and efficient manner. Performance management can focus on performance of the employees, a department, processes to build a product or service, etc. Earlier research on productivity of workers has showed that employees who are satisfied with their job will have higher job performance, and thus supreme job retention, than those who are not happy with their jobs (Landy 1985). Further still, Kinicki & Kreitner (2007) document that employee performance is higher in happy and satisfied workers and the management find it easy to motivate high performers to attain firm targets.

### **2.1.3 Importance of Performance Appraisal**

Performance appraisal systems (PAS) are not, as many as critics say, useless and evil.

When paying attention to careful PAS, planning and proper techniques should be used, PA might be perceived not only as irreplaceable tool for recognizing and rewarding good performance and correcting poor performance, but mainly as a way to maintain long-term development within an organization. During a research carried out when preparing this work, an author found a variety of views on PA and all of its aspects. Often, opinions were completely opposed. That gives evidence that, in contrast to management topics, performance appraisal as a whole is very hard to do "Right", since there are not many "Right" solutions that would have no opponents.

An effective PA opens with a list of areas in which the employee being evaluated has exhibited above average performance. Beginning on a positive note and providing an

example of how to perform tasks properly which sets the tone for the review meeting. This is an effective morale booster as well.

After establishing areas of strength, appraisals move into the performance of duties that are in need of improvement. When explaining areas of weakness, it is effective to provide concrete examples of how the employee can improve. Explaining how improvement may be gained and pointing to the tasks that are performed well gives your subordinates optimism for improving during the next appraisal period. It also may serve to reduce or eliminate a negative attitude. Being honest and sincere when telling an employee where improvements need to be made are necessary for this part of the appraisal. A performance appraisal includes discussion of the goals and objectives for both the individual employee and the company. The review of the outstanding performance, as well as the areas in which the employee needs to improve, shape the personal goals for that employee. Include ways of improving and maximizing demonstrated potential. This discussion encourages the employee to visualize an important place in the company and build upon strengths to further benefit the organization.

An effective performance appraisal includes employee input in the form of self assessment. Engaging an employee in a personal performance develops a self-awareness that may assist in improvement. Employee feedback on the appraisal itself, how it was conducted and how helpful it was, may be a valuable asset to a company and seeks to improve all of its operations.

#### 2.1.4 Challenges Involved in Performance Appraisal

Evaluating employees on relevant job criteria sounds reasonable and logical. However, Robinson and Fink (2006) say there are a number of flaws in the evaluation process. In actual practice, however, formal performance appraisal programmes have often yielded unsatisfactory and disappointing results, as the growing body of critical literature attests. (McGregor, 1957; Thompson and Dalton, 1970; Schrader, 1969). Again, some critics suggest that PA should be abandoned as a lost hope, as they point to scores of problems and pitfalls as evidence. But considering the potential of appraisal programmes, the issue should not be whether to scrap them; but rather, it should be how to make them better. Thus, until a better technique comes along, organizations should use some form of appraisal to cover any potential risks. Decisions related to discipline and potential terminations are usually the "hot button" issues that managers want most to avoid. But in firms that ignore or simply overlook performance problems, the problems may grow so large that they put the firm at risk either from a professional liability claim, or from some kind of employee relations fiasco. The paradox is, time becomes an enemy when PA problems are not dealt with openly. The prevention of larger problems is why continuous feedback and documentation are vital. (Messer and Myers 1965). Obstacles to the success of formal performance appraisal programs should be familiar to most managers, either from painful personal experience or from the growing body of critical literature. One reason for failure is that companies often select indiscriminately from the wide battery of available performance appraisal techniques without really thinking about which particular

technique is best suited to a particular appraisal objective. The following are the most troublesome and frequently cited drawbacks:

#### **2.1.4.1. Demand on Supervisors**

A lot of demand is placed on supervisors. Formal PA obviously requires at least periodic supervisor observation of each subordinates performance. However, the typical first-line supervisor hardly knows just what each of the 20, 30, or more subordinates are doing.

#### **2.1.4.2. Unfairness and biases**

Standards and ratings tend to vary widely and, often, unfairly. Some raters are tough, while others are lenient. Some departments have highly competent people, others have less competent people. Consequently, employees subject to less competition or lenient ratings can receive higher appraisals than equally competent or superior associates. Mostly, personal values and bias replace organizational standards. An appraiser may not lack standards, but the standards used are sometimes wrong. For example, unfairly low ratings may be given to valued subordinates so they will not be promoted out of the rater's department. More often, however, outright bias dictates favored treatment for some employees.

#### **2.1.4.3 Lack of Communication**

Employees may not know how they are rated due to lack of communication. The standards by which employees think they are being judged are sometimes different from those their superiors actually use. No PAS can be very effective for management

decisions, organization development, or any other purpose until the people being appraised know what is expected of them and by what criteria they are being judged.

**2.1.4.4 Lack of training**

Appraisal techniques tend to be used as performance panaceas. If a worker lacks the basic ability or has not been given the necessary training for his job , it is neither reasonable to try to stimulate adequate performance through performance appraisals, or fair to base salary, dismissal, or other negative decisions on such an appraisal. No appraisal program can substitute for sound selection, placement, and training programs. Poor performance represents someone else's failure. The supervisor often reduces the validity of ranking. Rather than confront their ineffective subordinates with negative ratings, negative feedback in appraisal interviews, and below-average salary increases, supervisors often take the more comfortable way out and give average or above average ratings to inferior performers.

**2.1.4.5 Feedback**

PA ratings can boomerang when communicated to employees. Negative feedback not only fails to motivate the typical employee, but also can cause him to perform worse (Myers, et al 1965). Only those employees who have a high degree of self-esteem appear to be stimulated by criticism to improve their performance.

**2.1.4.6 Lack of involvement**

Performance appraisal interviews tend to emphasize the superior position by placing him in the role of judge, thus countering his equally important role of teacher and coach. This

is particularly damaging in organizations that are attempting to maintain a more participative (democratic) organizational climate. Pitfalls represents a formidable challenge in appraisal techniques, but attempting to avoid these pitfalls by doing away with appraisals themselves is like trying to solve the problems of life by committing suicide. The more logical task is to identify those appraisal practices that are most likely to achieve a particular objective and least vulnerable to the obstacles already discussed.

### **2.1.5 Factors Affecting Employee Performance**

#### **Management – Subordinate relationship**

As organizations strive for flexibility, speed and constant innovation, planning with the people and not for the people ensures a positive relationship to performance improvement. When employees are given freedom to participate in organizational decision making for example, there is are high chances of having mutual trust between management and employees. Mutual trust and cooperation help to break the barriers between the two parties. The employees will not resort to strikes and work stoppages without exhausting all the available channels of resolving the dispute. Employees will be motivated because management considers them as partners in contributing to organizational success instead of being seen as mere subordinates and therefore will avoid engaging into counterproductive behaviors hence improved performance through timely achievement of organizational goals and objectives (Carrel, Kuzmits & Elbert 1989). Additionally, (Ichnniowski 1997) argues that innovative human resource management practices improve performance like use of systems related to enhance worker participation and

flexibility in the design of work and decentralization of managerial tasks and responsibilities.

### **Working conditions**

Although working conditions do not have a direct impact on production or output, they indeed have an indirect performance for example if the manual or mental work involved in certain jobs in a factory is tiresome, it will result into endangering not only the company property but also result into accidents which may further involve such incidents like loss of life. This might have adverse effects on the morale of the entire work force. Therefore organizations should establish working conditions that do not affect the work force negatively by providing among other things noise free environments, adequate lighting systems, adequate temperatures (Hogber 2005). Organizations can prevent accidents and maintain good safety records through development of a positive safety culture to ensure good working condition hence performance improvement (Newstrom 2002).

### **Reward system**

The overall aim of reward systems is to attract and retain quality human resources. When the pay conditions are perceived by the employee as equitable and in relation to their performance improvement. Organizations can use non-financial rewards like transport fee, incentive schemes to increase performance (Armstrong 2006). Additionally, organizations should adopt reward systems that are similar to the industry in which they operate or organizations can develop performance based pay systems in order to reward

employees according to the set performance standards and profitability goals. Therefore for performance to improve, organizations need to create and maintain a sense of fairness equity and consistence in their pay structures (Davar 2006). Employees expect that the employers will purchase their labor at a certain price.

### **Health Unionization**

In creating a healthy work climate, both management and workers unions should have a united hand and in the well-being of the organizational employees. Unionizations improve the industrial relations in instances where the management allows free participation of employees in trade unions. Management and trade unions will negotiate through collective bargaining processes the conditions of workers employment. Nilsen (2002) argued that industrial peace is a very important aspect for performance and growth of organizations. If the organization is plagued by industrial disputes and strikes, performance is bound to decrease. In other words, for overall productivity to improve health unionization should be considered and industrial disputes prevented through negotiations, conciliation rather than confrontation (Daft 1997).

### **Team work**

This is when two or more people interact and coordinate to accomplish a specific goal and objective. When organizational members work together in teams, coordination of organizational goals and objectives becomes easier. This will lead to the teams sharing performance goals and thus lead to improving the morale of the employees which will later lead to improvements in productivity. Team works encourages open communication



between employees and have compliment skills which enable them to achieve more in a specified period of time as compared to when the individual is working alone hence creating synergy (Daft 1997). Additionally, Stoner (1996) argues that employees in teams often unleash enormous energy and creativity reduces boredom because teams create a sense of belonging and affiliation hence increase in employee's feeling of dignity and self work. However, teams have the potential to be productive but the degree of performance depends on the relationship between management and the working team. Therefore support from management enhances performance of teams and performance improved in general.

#### **2.1.6 Benefits of Performance Appraisal to Organisation and Employee**

There are several advantages of performance appraisal both to the organisation and individual employees (Bannister and Balkin, 1990; Martin and Jackson, 1997; Okoh, 1998). The main benefits of performance appraisal to organisation are;

- (1) **Improved communication of organisational goals:** Performance appraisal will help to improve communication in the organisation as every employee will have a clear understanding of what organisational goals and objectives are and how to pursue them.
- (2) **Improvement in work performance and therefore overall organisational performance:** The point here is that where performance appraisal is appropriately carried out it will lead to increased productivity and better service delivery in the organisation. With this customers and clients will be better for it.
- (3) **Identification of potential to aid succession planning:** Performance appraisal will benefit an organisation in the sense that it will make obvious to plan for succession of

employees working in the organisation. Without adequately and carefully planning for succession of employees an organisation will run into problems.

(4) Evaluation of effectiveness of selection criteria for new or newly promoted employees: Performance appraisal will also benefit an organisation in the sense that it will enable organisation to assess the effectiveness of certain used in promoting employees. If the criteria is ineffective then the organisation discontinue or effect some necessary changes to strengthen it, otherwise the organisation will continue to promote incompetent employees.

More objective distribution of rewards and Improve retention of employees: When performance appraisal is properly and objectively carried out, it will lead to more objective distribution of rewards in the organisation. By so doing grievances and other forms of passive resistance will be reduced to the advantage of the organisation. Moreover, it can lead to retention of qualified, efficient and effective employees in the organisation while the ineffective and inefficient ones may be retrained or even be shown a way out of the organisation.

On the other hand, the major benefits of performance appraisal to individual employee are;

(1) Increased understanding of strategic aims and own role in organisation success: Performance appraisal will benefit an individual employee in the sense that the employee will see how his contribution will help the organisation to achieve the strategic objective of the organisation. This will enable to employee to have a clear view of what his roles entailed and the strategic position he occupies in fulfilling those roles in the organisation.

(2) Increased motivation and job satisfaction: Performance appraisal can have a profound effect on levels of employee motivation and satisfaction - for better as well as for worse. Performance appraisal provides employees with recognition for their work efforts. The power of social recognition as an incentive has been long noted. In fact, there is evidence that human beings will even prefer negative recognition in preference to no recognition at all. If nothing else, the existence of an appraisal program indicates to an employee that the organisation is genuinely interested in their individual performance and development. This alone can have a positive influence on the individual's sense of worth, commitment and belonging. The strength and prevalence of this natural human desire for individual recognition should not be overlooked. Absenteeism and turnover rates in some organisations might be greatly reduced if more attention were paid to it.

(3) Development of potentials: Performance appraisal will benefit an employee in appreciating the potential he has developed over a period of time and how those potentials could be put to good use to his own advantage and that of the organisation. This in essence gives the employee a sense of fulfillment and how to consolidate and improve on those potentials he has acquired.

(4) Better informed career-planning: Performance appraisal will enable an employee to be better informed about his career planning. In other words, it will make obvious some of the strengths and shortcomings the employee has. With this, the employee will be counseled on how to plan his career, by working to consolidate the areas of his strength and working to improve areas of his shortcoming.

Better understanding of the link between effort, performance, reward and job security. Appropriate performance appraisal will enable an employee to understand and appreciate the intrinsic link between efforts, performance, reward, and job security. These four items are linked and are the main concern of every efficient and effective employee in any organisation.

### **2.1.7 Performance Appraisal Methods**

According to Esu and Inyang (2009), Managers may choose from among a number of appraisal methods. The type of performance appraisal system used depends on its purpose. If the major emphasis is on selecting people for promotion, training, and merit pay increases, a traditional method, such as rating scales, may be appropriate.

Collaborative methods, including input from the employees themselves, may prove to be more suitable for developing employees.

#### **2.1.7.1360-Degree Feedback Evaluation Method**

The 360-degree feedback evaluation method is a popular performance appraisal method that involves evaluation input from multiple levels within the firm as well as external sources. The 360-degree method is unlike traditional performance reviews, which provide employees with feedback only from supervisors. Fletcher (2004), In this method, people all around the rated employee may provide ratings, including senior managers, the employee himself or herself, supervisors, subordinates, peers, team members, and internal or external customers. As many as 90 percent of Fortune 500 companies use some form of 360-degree feedback for either employee evaluation or development. Many

companies use results from 360-degree programs not only for conventional applications but also for succession planning, training, and professional development. Unlike traditional approaches, 360-degree feedback focuses on skills needed across organizational boundaries. Also, by shifting the responsibility for evaluation to more than one person, many of the common appraisal errors can be reduced or eliminated. Software is available to permit managers to give the ratings quickly and conveniently.

#### **2.1.7.2 Rating Scales Method**

The rating scales method is a performance appraisal method that rates employees according to defined factors. Using this approach, evaluators record their judgments about performance on a scale (Hannabuss, 1991). The scale includes several categories, normally 5–7 in number, defined by adjectives such as outstanding, meets expectations, or needs improvement. Although, organizations often provide an overall rating, the rating scales method generally allows for the use of more than one performance criterion. One reason for the popularity of the rating scales method is its simplicity, which permits quick evaluations of many employees. When you quantify the ratings, the method facilitates comparison of employees' performances. The factors chosen for evaluation are typically of two types: job-related and personal characteristics. Job-related factors include quality and quantity of work, whereas personal factors include such behaviors as interpersonal skills and traits, like adaptability. The rater (evaluator) completes the form by indicating the degree of each factor that is most descriptive of the employee and his or her performance. In this illustration, evaluators total and then average the points in each part. They then multiply this average by a factor representing the weight given to each section.

The final score (total points) for the employee is the total of each section's points. Some firms provide space for the rater to comment on the evaluation given for each factor.

This practice may be especially encouraged, or even required, when the rater gives an extreme rating, either the highest or lowest. For instance, if an employee is rated needs improvement on teamwork, the rater provides written justification for this low evaluation.

The purpose of this requirement is to focus on correcting deficiencies and to discourage arbitrary and hastily made judgments (Hernandez, 2002).

The more precise the definition of factors and degrees, the more accurately the rater can evaluate worker performance. For instance, in order to receive an outstanding rating for a factor such as quality of work, a person must consistently go beyond the prescribed work requirements. When the various performance levels are described merely as above expectations or below expectations without further elaboration, what has the employee really learned? These generalities do not provide the guidance needed for improving performance. It is important that each rater interpret the factors and degrees in the same way. Raters acquire this ability through performance appraisal training. Many rating scale forms also provide for consideration of future behavior.

### **2.1.7.3 Critical Incident Method**

The critical incident method is a performance appraisal method that requires keeping written records of highly favorable and unfavorable employee work actions. When such an action, a "critical incident," affects the department's effectiveness significantly, either positively or negatively, the manager writes it down. At the end of

the appraisal period, the rater uses these records along with other data to evaluate employee performance. With this method, the appraisal is more likely to cover the entire evaluation period and not focus on the past few weeks or months (Holbrook, 2002).

**2.1.7.4 Essay Method**

According to Idemobi and Onyeizugbe (2011), the essay method is a performance appraisal method in which the rater writes a brief narrative describing the employee's performance. This method tends to focus on extreme behavior in the employee's work rather than on routine day-to-day performance. Ratings of this type depend heavily on the evaluator's writing ability. Supervisors with excellent writing skills, if so inclined, can make a marginal worker sound like a top performer. Comparing essay evaluations might be difficult because no common criteria exist. However, some managers believe that the essay method is not only the most simple but also an acceptable approach to employee evaluation.

**2.1.7.5 Work Standards Method**

The work standards method is a performance appraisal method that compares each employee's performance to a predetermined standard or expected level of output. Standards reflect the normal output of an average worker operating at a normal pace. Firms may apply work standards to virtually all types of jobs, but production jobs generally receive the most attention. An obvious advantage of using standards as appraisal criteria is objectivity. However, in order for employees to perceive that the standards are objective, they should understand clearly how the standards were set.

Management must also explain the rationale for any changes to the standards (Idemobi and Onyeizugbe 2011).

#### **2.1.7.6 Ranking Method**

The ranking method is a performance appraisal method in which the rater ranks all employees from a group in order of overall performance. For example, the best employee in the group is ranked highest, and the poorest is ranked lowest. You follow this procedure until you rank all employees. A difficulty occurs when all individuals have performed at comparable levels (as perceived by the evaluator).

Paired comparison is a variation of the ranking method in which the performance of each employee is compared with that of every other employee in the group. A single criterion, such as overall performance, is often the basis for this comparison. The employee who receives the greatest number of favourable comparisons receives the highest ranking.

#### **2.1.7.7 Results-Based System**

The manager and subordinate jointly agree on objectives for the next appraisal period in a results-based system. This is just a form of Management By Objectives (Idemobi and Onyeizugbe 2011). In such a system, one objective might be, for example, to cut waste by 10 percent. At the end of the appraisal period, an evaluation focuses on how well the employee achieved this objective.

#### **2.1.8 Responsibility for Appraisal**

Often the human resource department is responsible for coordinating the design and implementation of performance appraisal programs. However, it is essential that line managers play a key role from beginning to end. These individuals usually conduct the



appraisals, and they must directly participate in the program if it is to succeed. According to Krattenmaker (2009), several possibilities exist with regard to the person who will actually rate employee.

#### **2.1.8.1 Immediate Supervisor**

An employee's immediate supervisor has traditionally been the most logical choice for evaluating performance and this continues to be the case. The supervisor is usually in an excellent position to observe the employee's job performance and the supervisor has the responsibility for managing a particular unit. When someone else has the task of evaluating subordinates, the supervisor's authority may be undermined. Also, subordinate training and development is an important element in every manager's job and, as previously mentioned, appraisal programs and employee development are usually closely related (Krattenmaker, 2009).

On the negative side, the immediate supervisor may emphasize certain aspects of employee performance and neglect others. Also, managers have been known to manipulate evaluations to justify pay increases and promotions and vice versa. When geography separates subordinates from their supervisors, evaluation becomes increasingly difficult (Lawrie, 1990). In other cases, the appraised employee may be more technically knowledgeable than the boss, and this presents another potential problem. One suggestion for overcoming these disadvantages is to bring subordinates into the process more closely. Have them suggest ways to fairly evaluate their performance and then use their suggestions as part of the appraisal criteria. In most instances, the immediate supervisor will probably continue to be involved in evaluating

performance. Organizations will seek alternatives, however, because of technological advances and a desire to broaden the perspective of the appraisal.

### **2.1.8.2 Subordinates**

Historically, our culture has viewed evaluation by subordinates negatively. However, this thinking has changed somewhat. Some firms conclude that evaluation of managers by subordinates is both feasible and needed. They reason that subordinates are in an excellent position to view their superiors' managerial effectiveness.

Advocates believe that this approach leads supervisors to become especially conscious of the work group's needs and to do a better job of managing. In the higher education environment, it is a common practice for instructors to be evaluated by students (Lawrie, 1990). Critics are concerned that the manager (and instructors) will be caught up in a popularity contest or that employees will be fearful of reprisal. If this approach has a chance for success, one thing is clear: the evaluators must be guaranteed anonymity.

Ensuring this might be particularly difficult in a small department and especially if demographic data on the appraisal form could identify raters.

### **2.1.8.3 Peers and Team Members**

A major strength of using peers to appraise performance is that they work closely with the evaluated employee and probably have an undistorted perspective on typical performance, especially in team assignments. Organizations are increasingly using teams, including those that are self-directed. The rationale for evaluations conducted by team members includes the following:

Team members know each others' performance better than anyone and can, therefore, evaluate performance more accurately. Peer pressure is a powerful motivator for team members. Members who recognize that peers within the team will be evaluating their work show increased commitment and productivity (Lee and Shin, 2000).

Peer review involves numerous opinions and is not dependent on one individual. Problems with peer evaluations include the reluctance of some people who work closely together, especially on teams, to criticize each other. On the other hand, if an employ at odds with another worker he or she might really "unload on the enemy," resulting in an unfair evaluation. Another problem concerns peers who interact infrequently and lack the information needed to make an accurate assessment.

When employees work in teams, and their appraisal system focuses entirely on individual results, it is not surprising that they show little interest in their teams. But, this problem can be corrected. If teamwork is essential, make it a criterion for evaluating employees; rewarding collaboration will encourage teamwork.

#### **2.1.8.4 Self-Appraisal**

If employees understand their objectives and the criteria used for evaluation, they are in a good position to appraise their own performance. Many people know what they do well on the job and what they need to improve. If they have the opportunity, they will criticize their own performance objectively and take action to improve it. Paul Falcone, vice-president of HR at Nickelodeon, said, "The fascinating thing is that employees are usually tougher on themselves than you will ever be." Also, because employee development is self-development, employees who appraise their own performance may

become more highly motivated. Self-appraisal provides employees with a means of keeping the supervisor informed about everything the worker has done during the appraisal period (Lee and Shin, 2000). Even if a self-appraisal is not a part of the system, the employee should at least provide the manager a list of his or her most important accomplishments and contributions over the appraisal period. This will prevent the manager from being blindsided when the employee complains, perhaps justifiably, "You didn't even mention the Bandy contract I landed last December!" As a complement to other approaches, self-appraisal has great appeal to managers who are primarily concerned with employee participation and development. For compensation purposes, however, its value is considerably less. Some individuals are masters at attributing good performance to their own efforts and poor performance to someone else's (Lee and Shin, 2000).

#### **2.1.8.5 Customer Appraisal**

Customer behavior determines a firm's degree of success. Therefore, some organizations believe it is important to obtain performance input from this critical source. Organizations use this approach because it demonstrates a commitment to the customer, holds employees accountable, and fosters change (Zeithanl, 2000). Customer-related goals for executives generally are of a broad, strategic nature, whereas targets for lower-level employees tend to be more specific. For example, an objective might be to improve the rating for accurate delivery or reduce the number of dissatisfied customers by half. It is important to have employees participate in setting their goals and to include only factors that are within the employees' control.

### 2.1.8.6 Appraisal Period

Formal performance evaluations are usually prepared at specific intervals. Although there is nothing magical about the period for formal appraisal reviews, in most organizations they occur either annually or semi-annually. Even more significant, however, is the continuous interaction (primarily informal), including coaching and other developmental activities, that continues throughout the appraisal period. Managers should be conditioned to understand that managing performance is a continuous process that is built into their job every day (Long, 2006). In the current business climate, it may be well for all firms to consider monitoring performance more often. Southwest Airlines has asked its managers to have monthly check-ins with staff rather than semi-annual ones. One study found that 63 percent of high-growth companies review performance more than once a year; in comparison, just 22 percent of low-growth companies review performance more than once a year. Changes occur so fast that employees need to look at objectives and their own roles throughout the year to see whether changes are in order. Long (2006), in high-tech organizations, the speed of change mandates that a performance period be shorter, perhaps every three or four months. Some organizations use the employee's date of hire to determine the rating period. At times a subordinate's first appraisal may occur at the end of a probationary period, anywhere from 30 to 90 days after his or her start date. However, in the interest of consistency, it may be advisable to perform evaluations on a calendar basis rather than on anniversaries. If firms do not conduct all appraisals at the same time, it may be impossible to make needed comparisons between employees (Zeithaml, 2000).

## 2.9 Measurement of Performance

### a. Balanced Scorecard

Kaplan and Norton (1996) present the Balanced Scorecard model as a useful tool for the managers to obtain a competitive advantage. These days, organizations are competing into a complex environment where understanding the objectives and the way they can be achieved it's vital. The Balanced Scorecard translates the mission and the organization strategy into a set of performance indicators that offers a model for the performance measurement system. The model assets the organizational performance through four perspectives: financial, clients, learning and growth and internal processes (Kaplan & Norton, 1996).

The indicators represent a balance between external indicators for stakeholders and the internal indicators of critical processes, innovation learning and development.

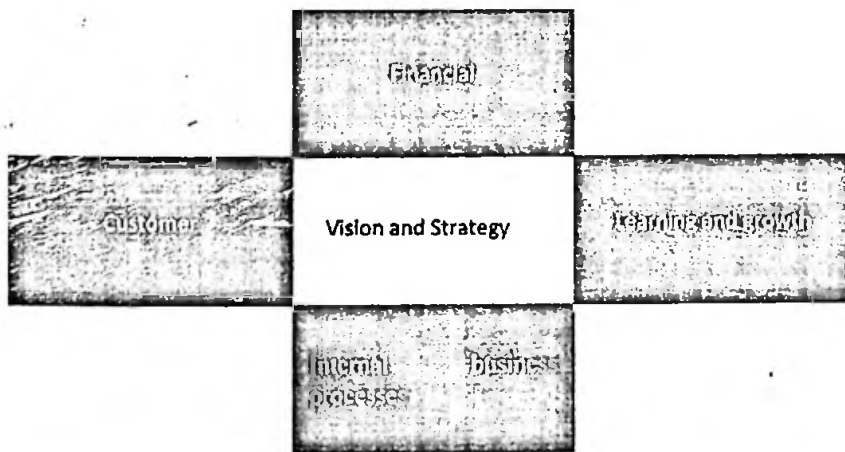


Fig. 1. The Balanced Scorecard model

**i. Customer Perspective**

It is very important to know what customers want in terms of quality, costs and distribution, and the most important thing, what they want in the future from the organization.

Many times, the customer perspective is seen as a set of objectives which organization has to achieve to get and maintain the customers.

The objectives are the result of hypothesis made on the clients and their habits, on the markets which they represent and the value they perceive related to the organization.

**ii. Financial Perspective**

Managing financial resources it very important for the success of the organization.

Knowing how to attract the money and how to invest them as good as possible is vital. The most common mistake that most of the organizations do is to focus on financial results totally or partial ignoring the other perspectives.

**iii. Internal Processes Perspective**

Understanding how internal processes work will help the organization achieve its objectives and how to add the expected value to the products or services that the customers buy.

Improving the internal processes will help the organization to improve its all-around performance.

#### **iv. Learning and Growth Perspective**

In a shrinking budget, training and development are eliminated first. During a crisis, the organizational capabilities are often sacrificed.

This is one of the most important perspectives because it influences all the other perspectives. All the results from the customer, internal processes and financial perspective are strictly related to training and development of human resources.

With the Balanced Scorecard model, the innovation can be analyzed through internal processes and learning and growth perspectives.

#### **b. Malcolm Baldrige model**

Malcolm Baldrige National Quality Award was created in 1987 by the U.S. Commerce Department and has the role to encourage the American businesses and all other organizations to practice an efficient control of quality for products and services. The model was created to offer an excellence quality standard and also to help companies to achieve a high level of performance (Garvin, 1991).

The prize is offered annually for three categories: industry, services and small and medium businesses, offering at least two prizes for each category.



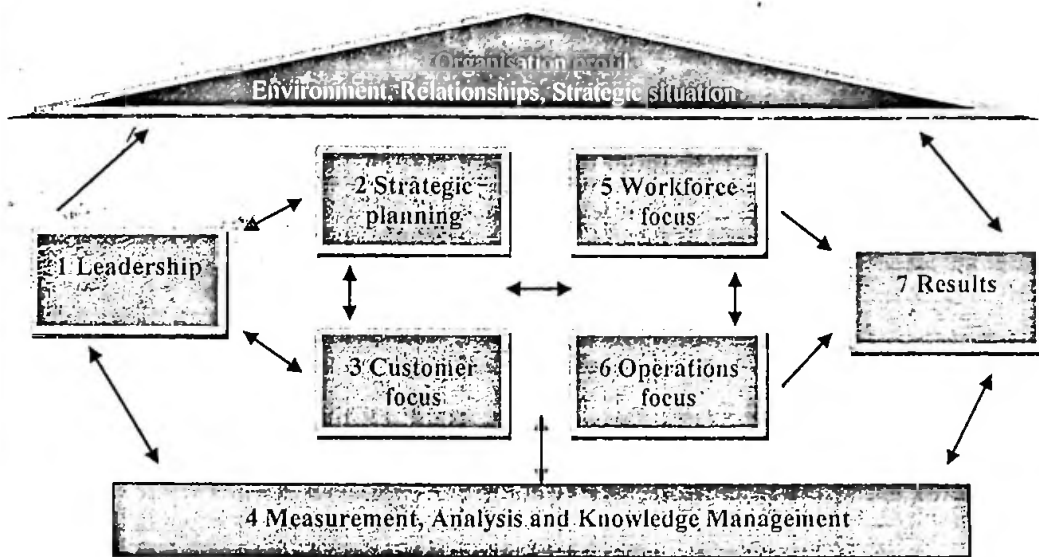


Fig. 2. Malcolm Baldrige model – Criteria for performance excellence

The model allows any organization to attain its objectives, to improve its results and become more competitive, aligning its plans, processes, decisions, peoples, actions and results.

The seven criteria of the model are: leadership, strategic planning, customer focus, measurement, analysis and knowledge management, workforce focus, operations focus and results.

Malcolm, Baldrige can measure innovation performance through the following criteria: leadership, strategic planning, operation focus, workforce focus.

## 2. Performance Prism

The interest for performance measurement has been bigger in the last years. Performance prism was created to be more flexible and to offer a wider or a narrow focus, in accordance with the organization's needs (Neely, 2004).

Performance prism has five interrelated perspectives that present vital aspects:

Stakeholder satisfaction – which are the key stakeholders and what are their wants and needs?

Strategies – what are the strategies that the organization has to apply to satisfy not only the stakeholder's wants and needs but their requirements also?

Processes – what processes needs to be applied by the organization to execute its strategy?

Capabilities – what are the competences needed by the organization to be able to make the processes work?

Stakeholder contribution - what needs has and what does the organization wants from the stakeholders, on a mutual basis? (Neely, 2002)

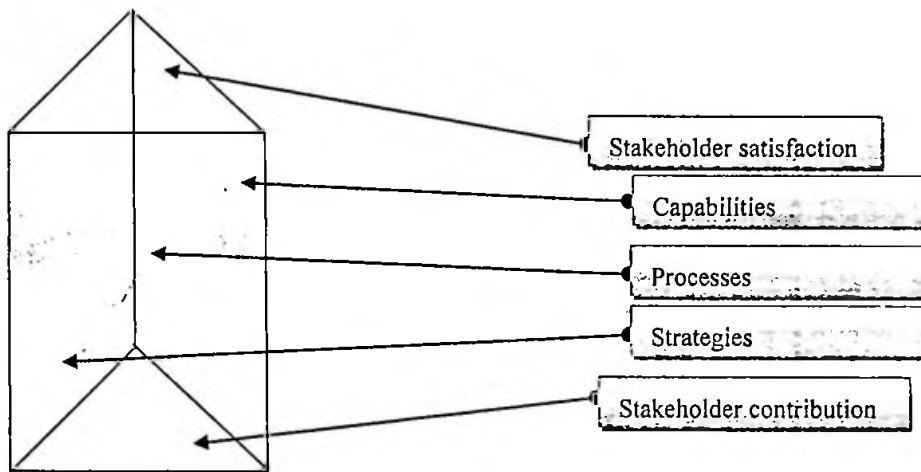


Fig. 3. The performance prism (adapted after A. Neely, C. Adams, M. Kennerley, *The Performance Prism: The Scorecard for Measuring and Managing Business Success*, Financial Times Prentice Hall, 2002)

The performance prism is a tool used by the management teams to influence their thinking when the key questions that need to be asked are established.

This model is not very developed on analyzing innovation performance, but it can still be measured through two of its components: processes and competences.

#### d. European Foundation for Quality Management (EFQM)

The EFQM excellence model allows the understanding of cause-effect relationship between what is the organization doing and its results. It contains three integrated components: the fundamental concepts of excellence, the criteria and the RADAR

To obtain long time success an organization needs a good management team with a clear strategic direction. They have to invest in employee's training and their professional development, to improve their relation with partners and the processes to rise the value of their products and services. The five criteria of determinant factors are:

**Leadership** – organizations with high level of excellence have leaders that build a great future and achieve their objectives, act like ethics models and inspire trust.

**Strategy** – organizations with high level of excellence apply their mission and vision by developing and implementing a strategy based on stakeholders.

**People** → organizations with high level of excellence have a higher interest in their people, continuously looking to improve their capabilities and promoting fairness and equity. They are trying to motivate the employees to obtain better results that will help the organization grow.

**Partnerships and resources** – organizations with high level of excellence are planning and manage very well the relation with suppliers and the internal resources to support the strategy and make the processes more efficient.

**Processes, products and services** – organizations with high level of excellence are trying to improve their processes to add more value to their customers and other stakeholders (Armstrong, 2000).

EFQM is one of the most complete models that can be used to measure the performance of the innovation process, because it can be done through all of its criteria: leadership, people, strategy, partnership and resources and processes, products and services.

## 2.10 Performance Appraisal Techniques

- i. **Proficiency:** is defined as having expertise or being very skilled or knowledgeable in a certain subject. When you score the highest of your entire school on a state math exam, this is an example of having a proficiency in math.

**Quality of Work:** (accuracy, thoroughness, competence) Quantity of work (productivity level, time management, ability to meet deadlines) Job knowledge (skills and understanding of the work) Working relationships (ability to work with others, communication skills).

**Acceptance of Responsibility:** is a provision in the United States Federal Sentencing Guidelines providing for a decrease by 2 or 3 levels in offenders' offense level for admitting guilt and otherwise demonstrating behavior consistent with acceptance of responsibility, such as ending criminal conduct and associations.

**Reliability Under Pressure:** Dealing with an emergency overcoming problems or issues to achieve a goal, e.g. losing assignment data or work. Reorganizing responsibilities in a group task if one member unexpectedly drops out.

**Punctuality:** is a sign of professionalism and helps you stand out as a reliable and trustworthy employee. If you don't get your part of a project completed on time, you keep others from being able to finish their tasks. Being punctual helps you establish your reputation as a dependable and consistent worker.

**Management of Staff:** is the management of subordinates in an organization. They serve the line managers of the organization in an advisory or support capacity by providing them with information and advice. Furthermore, staff managers usually do not make operating decisions.

## 2.2 Empirical Literature

In order to find out how performance appraisal are carried out at Federal Capital Development Authority (FCDA), the following studies were examined;

According to Sobia and Faiza (2016) examined the Impact of Performance Appraisal on Employees Motivation in Islamic Banking, The study was led with a reason to examine the relationship between performance appraisals on employee's motivation in Islamic banking. Islamic banking is a new phenomenon in the Asian nation as Pakistan especially in this decade, with the aim to execute Shariah based human resource practices and their usage. For analysis, linear regression and spearman's correlation techniques were connected through IBM SPSS programming. A result of correlation and regression investigation shows that there is general positive relationship of performance appraisal on employee's motivation in Islamic banking. The findings of the study concluded that performance appraisal absolutely impact on employees motivation in Islamic banks.

According to Pmar and Bekir (2017) examined "An Effective Method of Performance Appraisal for Employee Motivation. The reward system of many organizations depends on performance appraisals, made by the managers. Certainly, appraising an employee's performance is often more difficult than people think. The manager gives a performance appraisal with a subjective view, which affects the self-awareness of the employee and the perception of the manager's ability to evaluate performance. It is a tool to appraise the employee's strength and weaknesses and provide helpful measures to overcome weaknesses. Motivated employee will improve his workings to be more effective in terms

of quality and quantity, so he can participate efficient to achieve the objectives of the organization. This study is analysing the relationship between performance appraisal and employee motivation. The research is based on literature and also interviews, which are conducted with managers of leading positions, who have the ability and permission to evaluate employees. The interviews deliver primary data that represents the opinion and thoughts of the managers.

According to Thomas (2012), he investigate the Effects of Motivation on Employee Performance: A Case Study of Ghana Commercial Bank, Kumasi Zone. The introduction of universal banking law has brought changes over the years, with it stiff competition in the banking industry. Commercial banks are no exception to the modern changes in ensuring staff motivation towards their organisational goals. The study seeks to assess the motivational packages available at Ghana Commercial Bank and how it affects employee performance towards the Bank's corporate objectives. The survey research design was used for the study. The study revealed that, management can make use of different strategies and policies to motivate employees in the banking environment. Employees are interested in enhanced salaries, fringed benefits, promotion, and car loans as motivating elements sufficient to push employees of the bank to give out their best. The research also revealed that the core duty of the bank is normally carried out by clericals who are more than the supervisors and as such motivational packages should be geared towards the clerical workers to ensure that they delight the customers. Promotion has been a worry to most staff; measures should be put in place by management to ensure that there is

continuity in the promotion of staff to avoid low productivity in terms of deposit mobilisation. The study revealed that if management withdrew motivational packages it will have serious repercussions on employees' performance. There was a positive relation between employee performance and corporate performance since employees were able to achieve the bank's performance indicators in terms of deposits, loan recovery, profitability and also ensuring the liquidity of the banks. The conduciveness of the office environment has first time impression on the customers and the welfare of the employees. Management can develop new theories such as equity, MacLennan theory, Abraham Maslow and Herzberg two factors to ensure employees achieve work targets.

Nadeem and Naveed (2013), in their study on "Impact of performance appraisal on employee's performance involving the Moderating Role of Motivation" opined that Employee's performance is the major issue in an organization. Our study focuses on to find out the impact of performance appraisal on employee's performance and also analyses that motivation affects the relationship of performance appraisal and employee's performance. Two hypotheses are analyzed by using sampling techniques; we were select 150 numbers of employees as sample by using simple random sampling among the banks of Dera Ghazi Khan. Primary data were collect through standard questionnaire. For analyzing data, we applied correlation coefficient through IBM SPSS and Amos Software. Results presented there is positive relationship between performance appraisal and employee's performance. Motivation as a moderator positively affected the relationship between performance appraisal and employee's performance. Divisional



banks can use appraisal system as a strategic approach by integrate it with business policies and HR practices and can improve the performance standards of its employees.

**In order to determine whether performance appraisal system has reveals the level of staff Performance in FCDA, the following studies were examined;**

According to Isaac (2013), he examined the effect of Performance appraisal On Managerial Decisions; A Case Study of Supermarkets In Nakuru Town, Kenya. The major supermarkets in Nakuru Town have implemented performance appraisals to enhance managerial decisions. However, little research has been conducted to determine the effectiveness of these performance appraisals on management decisions. Therefore, the purpose of this study was to establish the impact of performance appraisal criteria, feedback, reward and frequency of appraisals on managerial decisions in these supermarkets. This study employed a cross-sectional survey design. The population of the study was 1560employees distributedamong the7mainsupermarkets operating in Nakuru Town. A sample of 308 respondents was selected using multi-stage sampling technique.178filled questionnaires were returned. Multiple regression models were used to analyze the data collected. The study found that performance criteria, feedback and frequency significantly influenced managerial decisions. The study recommends that feedback should involve discussions of strengths and weaknesses of the employee and actionable. Further, rewards should be given to employees whenever feedback is positive.

According to Ayoniikun (2017), he examined the Effectiveness of Performance Appraisal System and its Effect on Employee Motivation. The study stated that Employee

performance has traditionally been accorded prime focus by human resource managers. As a result, a number of performance appraisal techniques have over time been devised to help establish employee's performance. In the contemporary times, the use of performance appraisals has been extended beyond the rating of the employee's performance to aspects such as motivation. Accordingly, this study sought to investigate effectiveness of performance appraisal systems and its effect on employee motivation. The study's main objectives pertained to establishing the moderating role of performance appraisal as a motivation tool as well as potential challenges. The study findings show the presence of significant positive outcomes when the organisation uses performance appraisal as a motivation tool. Further, the study finds that the use of more than one appraisal techniques helps yield greater satisfaction and consequently higher motivational levels. The specific aspects of performance appraisal systems (PAS) that help improve motivation include the linking of performance to rewards; using the PAS to help set objectives and benchmarks; as well as the use of PA to help identify employee's strength and weaknesses

In order to investigate the extent performance appraisal has influenced managerial decision on promotion in the Federal Capital Development Authority (FCDA), the following studies were examined;

According to Ulasi (2011), he examined "Human Resource Management and Productivity in Nigeria Public Sector". The problem identified was Work motivation and compensation, Ethics and Values, Work Attitude and Recruitment and Selection Process.

This write up showed the relevant literature concerning the project topic. It goes further

to explain HRM and Productivity in Nigeria Public Sector, Using a study of Power Holding Company of Nigeria (PHCN) Enugu Branch, Enugu State. The findings from the study showed that the factor of HRM and Productivity in Nigeria Public Sector is lack of effective/performance. Finally, solutions and recommendations were proffered, in which emphasis was made on the remedies.

**In order to investigate the performance appraisal system has identify training need in Capital Development Authority (FCDA), the following studies were examined;**

Michael and Rudman (2013) the research investigation focused on performance appraisal policy and its impact on employee performance in Guaranty Trust Bank in Nigeria. The aim of the study was to ascertain the extent to which the performance appraisal policy at Guaranty Bank contributed to employee performance. Arising out of the performance appraisal reviews, an important finding revealed that the training which employees received resulted in improved job performance. The performance appraisal reviews also showed that when feedback reports were effectively used they consequently improved employee performance. The main findings revealed that, employee participation in the performance appraisal was generally high and this, increased job satisfaction and enhanced employee performance. The results also revealed that manager-subordinate interaction was very cordial and this boosted employee performance. Moreover, the majority of respondents preferred performance appraisal to be used regularly for career pathing in the organization. The study recommends a set of guidelines which could be

used in improving the current performance appraisal policy and further boost employee performance.

Mwema and Gachunga (2014), in their study on "The influence of performance appraisal on employee Productivity in Organizations: A case study of selected who offices in East Africa" opined that globally, governments and companies spend billions of Shillings yearly on employee performance evaluation. This study sought to establish the effects of performance appraisal on employee productivity focusing on a case study of World Health Organization. The main objective of this study was to establish the effects of performance appraisal on employee productivity in the World Health Organization focusing on Kenya Country Office, Garissa sub-office, Somalia and Sudan offices based in Kenya. Descriptive design was adopted in this study. Regression analysis was done to establish the effects of performance appraisal on employee productivity. From the findings, the study concluded that organizations should appraise their employees often through utilized targets, accomplishments, organization goals, time management and efficiency for performance measure purposes as it would lead to increased in employee's productivity. The study concluded that organizations should establish and adopt performance appraisal systems to aid in providing opportunities to the management in identifying staff training needs, help employees meet performance targets, offer poor performers a chance to improve, help employees on time management through planning and setting of deadlines, enable managers to make informed decisions about promotions and assignments based on applicable facts, improve employee's synergies. The study

recommended that organizations should appraise the staff to enhance employees' productivity.

Anne and Poti (2012), in their study on "Effect of Performance Appraisal on Employee Productivity; A Case Study of Supermarkets in Nakuru Town, Kenya" explored the effect of Performance Appraisal on Employee Productivity. The purpose of this study was to establish the impact of performance appraisal criteria, feedback, reward and frequency of appraisals on employee productivity in these supermarkets. This study employed a cross sectional survey design. The population of the study was 1560 employees distributed among the 7 main supermarkets operating in Nakuru Town. A sample of 308 respondents was selected using multi-stage sampling technique. 178 filled questionnaires were returned. Multiple regression models were used to analyze the data collected. The study found that performance criteria, feedback and frequency significantly influenced employee productivity. The study recommended that feedback should involve discussions of strengths and weaknesses of the employee and actionable. Further, rewards should be given to employees whenever feedback is positive.

Kimutai (2015) said that Performance appraisal has increasingly become part of a more strategic approach to integrating human resource activities and business policies and may now be seen as a generic term covering a variety of activities through which organizations seek to assess employees and develop their competence, enhance performance and distribute rewards. The main objective of this study therefore, was to determine the influence of performance appraisal on bank worker's performance in 10

selected commercial banks in Trans-Nzoia County, Kenya. The findings showed that there was a significant relationship between performance appraisal and worker's performance.

Meanwhile, this research will go further in terms of scope and case study than that of the above studies to examine the use of appraisal technique on workers productivity at the ECDA, (2006-2016).

### **2.3 Theoretical Framework**

The theoretical underpinning for this study is goal theory, according to Edwin Locke (1962). The theory proposes that human beings are more motivated to act when there is a reward at the end of the performance of a task or behaviour. Goal theory is an overall approach to motivation that emphasizes the need to establish goals as intrinsic motivation. A relationship exists between goal difficulty, level of performance, and effort involved. This relationship will remain positive, so long as the person is committed to the goal, has the pre-existing ability to attain it, and doesn't have conflicting goals. Goal theory states that several conditions are particularly important in successful achievement. These include goal acceptance and commitment, goal specificity, goal difficulty, and feedback.

Motivation theories and need theories are all theories brought forward in view of understanding what underlying goals determine which kind of behaviour. The goal theory proposes that a reward at the end of a task or behaviour acts as a motivation for the

performance of that said task or behaviour. However the reward should be clearly stated.

The end state can be the reward in itself. It is proposed that an efficient goal must have four components: proximity, difficulty, specificity and feedback. An ideal goal is a goal where the time between the reaching out and the end state is close. It is moderate in difficulty, neither too easy, to present some challenge, nor too difficult, so that success seem possible. The goal should be specific. The individual must understand what is expected out of him, to start out for the goal. A specific goal gives direction of focus to that specific goal and away from distractions. Feedback is necessary for measuring progress towards the goal. Feedback makes it possible to know whether the level of efforts is adequate and in the proper direction or needs corrections.

The relevance of this theory to the research study can be credited to the works of Lathan and Locke (1979) that highlights four mechanisms that connect goals to performance outcomes. First, goals direct attention to priorities that is when specific goals are set for workers it drives their attention to priorities of achieving the goals. Second, they stimulate effort, in other words when sets of goals are attached to specific reward system it stimulates workers to work better and effectively. Third, they challenge people to bring their knowledge and skills to bear to increase their chances of success. Fourth, the more challenging the goal, the more people will draw on their full repertoire of skills.

Therefore, for the purpose of this research work, which centers on the effects of appraisal technique on workers' performance, using Federal Capital Development Authority as a case study, goal theory has been adopted because it deals with the motivation of

employees in order to improve on the performance of workers. The Federal Capital Development Authority has particular goals to be achieved by the workers in the organization. For these goals to be accomplished, the workers need to be motivated with a particular reward. This reward will now serve as a motivational factor to the workers in order to improve their performance. However, the appraisal technique in use will serve as a challenge to the workers in order for them to bring their knowledge and skills to bear to increase their chances of success and also they stimulate effort, in other words when sets of goals are attached to specific reward system it stimulates workers to work better and effectively. To this fact, the goal Theory is seen by the researcher as the relevant theory to be used for this research work.



## CHAPTER THREE

### RESEARCH METHODOLOGY

#### 3.1 Research Design

This study adopted a Survey and Documentary research design. Survey and Documentary research design were chosen because they elicit data from a target population and subjecting such data to statistical analysis for the purpose of drawing conclusion. Survey method and documentary method are preferred to other methods in social science and administrative research because they gather data at a particular point in time. Documentary research design was chosen because it obtain information from the official record and work of past researchers.

However, this study is set to examine the effect of Performance appraisal technique on employee's performance in Federal Capital Development Authority. A survey, according to Ezejile and Ogwo (1990), simply consists of collection of data or information about a large number of people by interviewing or contracting a representative sample of them. Data generated through survey method are called primary data. Essentially, it involves gathering of data directly from the field. This method of data collection underscores the empirical content of the research in the sense that it helps to establish the relationship between observed variables. In this study, data generated through survey research were used to address the research questions raised at the introductory stage of the research study.

There are also the utilization of qualitative research which involves the use of secondary data in the collection of data. Analyses are based on the responses from the respondents and documents the researcher gained access to.

### **3.2 Population, Sample Size and Sampling Technique**

The population of the study comprises the employees of the Federal Capital Development Authority. The Federal Capital Development Authority has the total population of 2,404 employees (FCDA magazine, 2019).

The large number of the population of the FCDA makes it very difficult to capture the whole staff for the study. Instead, this study used proportionate purposive random sampling method to obtain a sample to generate confident that findings could be generalized to the whole.

The sample size of this study was determined by the use of 10% of the population of the study. Nwana (1981:49) agreed with this size as he argued that: *"If the population is a few hundreds, a 40% or more will do, if many hundreds a 20% sample will do; if a few thousands a 10% sample will do; and if several thousands, a 5% or less will do"*.

Therefore the sampled population of this study is 240. However, 30 staff were picked randomly from each department out of the 8 Departments in FCDA. That is, a total of 240 copies of the questionnaire were administered.

Ten (10) Annual Performance Appraisal Reports were randomly selected from the 7 Departments in FCDA for evaluation.

### **3.3 Method of Data Collection**

For the purpose of this research study, data were collected from two main sources which are primary and secondary source of data.

#### **Primary Sources**

Primary data for this research sourced from the questionnaire administered on staff of the Federal Capital Development Authority in addition to the oral interview conducted with some of the staff of the institution as well as personal observation.

#### **Secondary Sources**

Secondary data were sourced from FCDA Annual Performance Appraisal Reports (APER) textbooks on Performance Appraisal, newspapers on staff performance, magazine, journal annual reports Performance Appraisal and performance and seminar papers related to Performance Appraisal. Added to these were pamphlets gotten from the Federal Capital Development Authority which have some information on the topic of study. The secondary data therefore provided the data for review of literature and formation of the theoretical framework of the research.

### **3.4 Technique of Data Analysis**

The simple percentage (%) technique was used in analyzing the data collected. The choice of this technique is because it provides accurate and absolute measure of data and also makes the data very easy to understand. The following formula is adopted;

Simple percentage (%)

$$\frac{\text{Number of respondent}}{\text{Total number of Questionnaire distributed}} \times \frac{100}{1}$$

### 3.5 Justification of Method

The research design employed in this study is the survey method. The method is justified because it is one of the most reliable research methods available. It is simple and logical in interpreting samples of data. The method will also shed light on an objective, quantitative analysis of words in the text documents.

Regardless of the types of data involved, data collection in a quantitative study takes a great deal of time. The researcher have hopefully documented useful data thoroughly, accurately and systematically using suitable means to assess information from the review of documented materials.

## CHAPTER FOUR

### DATA PRESENTATION AND ANALYSIS

#### 4.1 Data Presentation

One of the major steps in a research exercise of this nature is proper presentation, analysis and interpretation of data collected. Therefore, in this chapter, statistical techniques were employed to analyze data in order to draw a valid conclusion. For easy understanding, data collected were tabulated, showing the responses to the questions and its corresponding percentages. In all, a total of two hundred and Forty (240) copies of the questionnaire were administered, out of which one hundred and seventy (173) representing 87.8 percent were returned.

**Table 4.1.1: Sex Distribution of Respondents**

Sex	No. of Respondent	Percentage %
Male	117	67
Female	56	33
<b>Total</b>	<b>173</b>	<b>100</b>

**Source: Field Survey, 2019.**

As can see in table 4.2.1 above, 117 of the respondents representing 67% of the population are male while only 56 respondents representing 33% are female.

**Table 4.1.2 Length of Service with the Federal Capital Development Authority**

<b>Option</b>	<b>Number of Respondents</b>	<b>Percentage %</b>
1 – 5	51	29
6 – 10	37	21
11 – 20	28	16
21 -29	31	18
30 and above	26	15
<b>Total</b>	<b>173</b>	<b>100</b>

**Source: Field Survey, 2019.**

As it can be seen from the table 4.2.2 above shows that 51 respondent who are the majority representing 29% are those staff that has worked with the Federal Capital Development Authority between 1 – 5years, 37 respondents representing 21% are those staff that has worked with the Federal Capital Development Authority between 6 – 10years. Also, 28 respondents representing 16% of the entire population are those staff that has worked with the Federal Capital Development Authority between the periods of 11 – 20years, on the same note, 31respondents representing 18% are those that has work between 21 – 29years, whereas, 26 respondents representing 15% are those that have worked with the Federal Capital Development Authority for more than 30years.

**Table 4.1.3: Educational Background**

<b>Educational background</b>	<b>Data of Respondent</b>	<b>Percentage %</b>
WAEC/NECO	21	12
OND/NCE	57	33
BSc./HND	55	32
MSc./MPA/MA	23	13
Others	17	10
<b>Total</b>	<b>173</b>	<b>100</b>

**Source: Field Survey, 2019.**

In table 4.2.3 above shows 21 respondent representing 12% of the populations are WAEC/NECO. Those with OND/NCE are 57 and representing 32.9%. BSc/BA are 55 in number representing 33%, Masters and Equivalent are 23(13%) representing these categories of staff with MSc, whereas, 17 respondent representing 10% are those staff that have other qualification.

**Table 4.1.4: Current position in the Federal Capital Development Authority**

Option	Data of Respondent	Percentage %
Junior Staff	74	43
Senior Staff	60	35
Management	39	22
Total	173	100

**Source: Field Survey, 2019.**

Table 4.2.4: above shows that 74 persons representing 43% of the population are the Junior Staff of the Federal Capital Development Authority, whereas 60 persons representing 35% are the Senior Staff while 39 respondents representing 22% are management members of the Federal Capital Development Authority.

**Research Question 1: To what extent has management of staff affected staff performance at the Federal Capital Development Authority?**

Annual Performance Evaluation Appraisal Report in Federal Capital Development Authority (FCDA) is carryout at departmental level. FCDA employs the use of grading methods of performance appraisal system. The appraisal process at FCDA begins with awareness that there is such an exercise in existence to the employees' of FCDA. The reasons are given to the employees with the issuing of the appraisal form at the beginning of the year. This is the beginning of performance appraisal process on how it is being carried out in at FCDA.



The appraisal form contains the following information in parts: part one contains the following information

1. personal records of the officer: this contains:
  - a. full name of the officer
  - b. ministry/extra-ministerial Department
  - c. personal particulars
  - d. leave records like hospitalization, maternity, annual leave etc.

Part two also seek to elicit some answers from the following issues

**Target setting:** this is called the general target settings; it contains specific targets set for that year, set by the chief executive in consultant with director-general and the directors for the division/branch/section to achieve.

Target setting at FCDA is the process of identifying with a problem that demands accomplishment and establishment of measurable goals and timeframes. The followings are the targets settings of FCDA set by the Permanent Secretary, Ministry of Federal Capital Territory:

- i. Evaluating and reviewing the feasibility study of an entrepreneur: the entrepreneurs are checked and guided so as to ascertain they level of preparedness on embarking on the business.

ii. Sourcing for high and medium technology entrepreneurship; this target gear the board to toward making the best use of the entrepreneurship with modern idea especially as regard the technology.

iii. Developing a center work plan and strategies for entrepreneur training: under this target the board strategies and trains the entrepreneur in line with the organizational goals and objectives.

iv. Supervision and quarterly report of entrepreneur and sales record: the various centers collect and assess the entrepreneurs' records quarterly to ascertain their level of performance in term of sales volume.

v. any other duties assigned by the center managers

a. Target setting for the appraise: here the chief of the department in consultation with the head of the division/section/unit set out the targets out of the general targets but in line with the general gargets.

b. Achievement of targets : the estimate cost of the project/assignment/responsibility set for the employees division/section/unit is recorded under the period of appraisal within that year, the time agreed to complete the project/assignment or responsibility, the quantity of the of work performed within the period allotted and whether it conforms with the set standard, and is completed. This simply means review.

Another aspect is the job description: Job description is a formalized document of factual and concise information descriptive of identity of the job, its responsibility and the work

it entail. It is a written statement of what the job holders does, how it is done and why it is done.

Job description forms the foundation of any human resource process, from recruitment and selection of performance management, compensation and career development. Hence, it is essential that each employee focuses his or her efforts on work activities that support the achievement of FCDA strategic visions and goals.

Based on a thorough job analysis, FCDA through personnel system assess and validate current job descriptions that optimize personnel decisions. The information contained in the appraisal form is as follows;

- i. Title of the job
- ii. Grade or salary level of the job
- iii. Title of immediate superior's job
- iv. Numbers of subordinates
- v. Overall purpose of the job
- vi. Principal responsibilities of the job
- vii. Limit of authority and
- viii. Location of the job

At FCDA job description entails;

- i. Duties performed in relation to the targets set during the period of report.
  - ii. The appraisal seeks to know whether there was any discussion between the supervisor and the appraisee concerning the accomplishment of targets set.
  - iii. The appraisal seeks to know if the appraisee was equipped professionally/technically/administratively to perform the job allotted to the employee.
  - iv. What were the difficulties encountered at the period of trying to achieve set targets and the effort the appraisee and supervisor put in rectifying them.
  - v. If there was any periodic review of the targets set by the supervisor to achieve the desired goal, three months/six months respectively.
  - vi. And after review, if the performance of the appraisee measure up to the prescribed standards set at the beginning of the year.
- c. Training courses/seminars attended since appointment: this is the next item on the appraisal form and it seeks from the appraisee to know if there were any type of training/seminars given to the appraisee, where the training was held and at what periods and whether the past training has enhanced the performances of the appraisee (employee's performance).

### **Job Performance**

These are the requirements that are demanded of the employees by their supervisors concerning the jobs that were assigned to them at the past years that were done satisfactorily during the period of report specified in the appraisal form. Giving the

details, causes the employee ascribe to his or her success or failure of performances on such a job that was given; also the employee needed training or experience to do better. The supervisor further demands to know if the employee's capabilities on the present job and whether his/her performance abilities will be better in another job than the current job. These are meant to build and improve the performances of employees.

Finally, in summary, it is the work related activities expected of an employee and how well those activities are executed. FCDA personnel director assess the job performance of each employee on a yearly basis in order to help them identify suggested areas for improvement.

### **Assessment Report**

This is a joint report concerning the target set by FCDA, assessing whether it is achieved or not, in the assessment of performance the questions asked are;

- i. Did the person reported upon agreed target set?
- ii. Did the persons agreed upon the main duties performed and the order of importance under the target set?

### **Aspect of Performance**

In assessing employees' performance in FCDA the Head of Department or Head of Unit consider the following grading:

- (i) A standing for outstanding: an exceptional valuable member of the staff; performance is well above the required stand for the job.

(ii) B standing for very good: displays good all-round level of effectiveness; performance meets requirements in all important tasks.

(iii) C standing for good: a competent member of the staff; generally achieves the standards required.

(iv) D standing for satisfactorily: completes all assignment satisfactorily within agreed date

(v) E standing for fair: performance does not always reach the required standards; room for improvement

(vi) F standing for poor: performance does not meet the required standard

From the data analyzed performance appraisal is carried out in FCDA through the following ways;

1. The various employees' filled and return the appraisal form given to them
2. The head of various department who serves as the supervisor makes necessary comments as regard the employees' performance;
3. Employees' performance and final remark then comes from the director administration to the chairman of the board for approval.

From the documents reviewed, performance appraisal from the finance department are presented in the table below, thus showing the effects of performance appraisal on employee performance in the organization (FCDA) and the years under review.

**Question 2: How does acceptance of responsibility affected staff performance at the Federal Capital Development Authority?**

**Table 4.1.5: 2014 Performance Appraisal Rating**

Departments	70-100 Grade A Outstanding	60-69 B Very good	50-59 C Good	40-49 D Satisfactory	30-39 E Fair	0-29 F Poor	Total
Engineering	2	3	2	3	-	-	10
Survey and Mapping	3	3	2	2	-	-	10
Mass Housing	2	4	4	2	-	-	10
Resettlement & compensation	4	2	3	1	-	-	10
Engineering Design and Evaluation	2	3	2	3	-	-	10
Finance and Administration	2	3	1	4	-	-	10
Procurement	2	2	4	2	-	-	10

Source: FCDA Appraisal Form, 2014

The table shows that, in engineering department, 2 employees were rated with outstanding performance; 3 with very good performance; 2 with good performance and 3 were rated satisfactory. Survey and Mapping department rated 3 employees were rated with outstanding performance; 3 with very good performance; 2 with good performance while 2 were rated satisfactory. Mass Housing department rated 2 employees with outstanding performance; 4 with very good performance; 4 with good performance while 2 were rated satisfactory. Resettlement & compensation department rated 4 employees with outstanding performance; 2 with very good performance; 3 with good performance while 1 was rated satisfactory.

Engineering Design and Evaluation department rated 2 employees with outstanding performance; 3 with very good performance; 2 with good performance while 3 were rated satisfactory.

Finance and Administration department rated 2 employees with outstanding performance; 3 with very good performance; 1 with good performance while 4 were rated satisfactory.

Procurement department rated 2 employees with outstanding performance; 2 with very good performance; 4 with good performance while 2 were rated satisfactory.

**Table 4.1.6: 2015 Performance Appraisal Rating**

Departments	70-100 Grade A Outstanding	60-69 B Very good	50-59 C Good	40-49 D Satisfactory	30-39 E Fair	0-29 F Poor	Total
Engineering	1	2	4	3	-	-	10
Survey and Mapping	2	1	3	4	-	-	10
Mass Housing Resettlement & compensation	2	2	3	2	1	-	10
Engineering Design and Evaluation	1	3	4	2	-	-	10
Finance and Administration	0	3	2	5	-	-	10
Procurement	2	2	3	2	1	-	10
<b>Total</b>	0	1	5	4			10
							70

**Source: FCDA Appraisal Form, 2015**

The table shows that, in engineering department, 1 employee was rated with outstanding performance when compare to 2 in 2014; 2 with very good performance when compare to 3 that were rated in 2014; 4 with good performance and 3 were rated satisfactory.



Survey and Mapping department rated 2 employees were rated with outstanding performance; 1 with very good performance; 3 with good performance while 4 were rated satisfactory.

Mass Housing department rated 2 employees with outstanding performance; 2 with very good performance; 3 with good performance while 2 were rated satisfactory.

Resettlement & compensation department rated 1 employees with outstanding performance; 4 with very good performance; 4 with good performance while 2 was rated satisfactory.

Engineering Design and Evaluation department rated 0 employees with outstanding performance; 3 with very good performance; 2 with good performance while 5 were rated satisfactory.

Finance and Administration department rated 2 employees with outstanding performance; 2 with very good performance; 3 with good performance; 2 were rated satisfactory while, 1 were rated fair.

Procurement department rated 0 employees with outstanding performance; 1 with very good performance; 4 with good performance while 5 were rated satisfactory.

**Table 4.1.7: 2016 Performance Appraisal Rating**

Departments	70-100 Grade A Outstanding	60-69 B Very good	50-59 C Good	40-49 D Satisfactory	30-39 E Fair	0-29 F Poor	Total
Engineering	2	4	1	3	-	-	10

Survey and Mapping	1	1	3	5	-	-	10
Mass Housing	0	3	2	4	1	-	10
Resettlement & compensation	0	2	4	4	-	-	10
Engineering Design and Evaluation	1	4	2	3	-	-	10
Finance and Administration	0	2	2	3	1	-	10
Procurement	2	3	3	1	1	-	10
<b>Total</b>							<b>70</b>

Source: FCDA Appraisal Form, 2016

The table shows that, in engineering department, 2 employees were rated with outstanding performance; 4 with very good performance; 1 were rated with good performance and 3 were rated satisfactory.

Survey and Mapping department rated 1 employees were rated with outstanding performance; 1 with very good performance; 3 with good performance while 5 were rated satisfactory.

Mass Housing department rated 0 employees with outstanding performance; 3 with very good performance; 2 with good performance; 4 was rated satisfactory while 1 was rated fair.

Resettlement & compensation department rated 0 employees with outstanding performance; 2 with very good performance; 4 with good performance while 4 was rated satisfactory.

Engineering Design and Evaluation department rated 1 employee with outstanding performance; 4 with very good performance; 2 with good performance while 3 were rated satisfactory.

Finance and Administration department rated 0 employees with outstanding performance; 2 with very good performance; 2 with good performance; 3 were rated satisfactory while, 1 were rated fair.

Procurement department rated 2 employees with outstanding performance; 3 with very good performance; 3 with good performance; 1 was rated satisfactory while 1 were rated fair.

**Table 4.1.8: 2017 Performance Appraisal Rating**

Departments	70-100 Grade A Outstanding	60-69 B Very good	50-59 C Good	40-49 D Satisfactory	30-39 E Fair	0-29 F Poor	Total
Engineering	0	2	4	4	-	-	10
Survey and Mapping	2	1	5	2	-	-	10
Mass Housing	2	4	1	3	1	-	10
Resettlement & compensation	1	3	1	4	2	-	10
Engineering Design and Evaluation	2	3	1	4	-	-	10
Finance and Administration	1	4	2	3	-	-	10
Procurement	0	2	2	5	1	-	10
<b>Total</b>							<b>70</b>

Source: FCDA Appraisal Form, 2017

The table shows that, in engineering department, 0 employees were rated with outstanding performance; 2 with very good performance; 4 were rated with good performance and 4 were rated satisfactory.

Survey and Mapping department rated 2 employees were rated with outstanding performance; 1 with very good performance; 5 with good performance while 2 were rated satisfactory.

Mass Housing department rated 2 employees with outstanding performance; 4 with very good performance; 1 with good performance; 3 was rated satisfactory while 1 was rated fair.

Resettlement & compensation department rated 1 employees with outstanding performance; 3 with very good performance; 1 with good performance; 4 was rated satisfactory while, 2 were rated fair.

**Table 4.1.9: 2018 Performance Appraisal Rating**

Departments	70-100 Grade A Outstanding	60-69 B Very good	50-59 C Good	40-49 D Satisfactory	30-39 E Fair	0-29 F Poor	Total
Engineering	1	1	3	5	-	-	10
Survey and Mapping	0	1	5	4	-	-	10
Mass Housing	2	3	2	1	2	-	10
Resettlement & compensation	0	0	4	4	2	-	10
Engineering Design and Evaluation	1	2	3	3	1	-	10
Finance and Administration	1	0	2	7	-	-	10
Procurement	2	2	2	3	1	-	10
<b>Total</b>							<b>70</b>

**Source: FCDA Appraisal Form, 2018**

The table shows that, in engineering department, 1 employees were rated with outstanding performance; 1 with very good performance; 3 were rated with good performance and 5 were rated satisfactory.

Survey and Mapping department rated 0 employees were rated with outstanding performance; 1 with very good performance; 5 with good performance while 4 were rated satisfactory.

Mass Housing department rated 2 employees with outstanding performance; 3 with very good performance; 2 with good performance; 1 was rated satisfactory while 2 was rated fair.

Resettlement & compensation department rated 0 employees with outstanding performance; 0 with very good performance; 4 with good performance; 4 was rated satisfactory while, 2 were rated fair.

Engineering Design and Evaluation department rated 1 employees with outstanding performance; 2 with very good performance; 3 with good performance 3 were rated satisfactory while, 1 were rated fair.

Finance and Administration department rated 1 employees with outstanding performance; 4 with very good performance; 2 with good performance; 3 were rated satisfactory.

Procurement department rated 0 employees with outstanding performance; 2 with very good performance; 2 with good performance; 5 were rated satisfactory while 1 were rated fair.

Engineering Design and Evaluation department rated 2 employees with outstanding performance; 3 with very good performance; 1 with good performance while 4 were rated satisfactory.

Finance and Administration department rated 1 employees with outstanding performance; 4 with very good performance; 2 with good performance; 3 were rated satisfactory.

Procurement department rated 2 employees with outstanding performance; 2 with very good performance; 2 with good performance; 3 were rated satisfactory while 1 were rated fair.

**Question 3: To what extent has punctuality at work affected staff performance at Federal Capital Development Authority?**

**Table 4.1.10: Respondent's opinion on whether Performance appraisal influences management decision on staff promotion**

Opinion	Number of Respondents	Percentage (%)
Strongly agree	89	55
Agree	25	13
Undecided	11	6
Disagree	38	21
Strongly disagree	10	5
<b>Total</b>	<b>173</b>	<b>100</b>

Source: Field Survey, 2019

Table above shows that, 89 respondents representing 55% strongly agreed that performance appraisal technique usually influences management decision for staff promotion in FCDA. 25 respondents representing 13% agreed, 11 respondents representing 6% could not ascertain whether performance appraisal techniques influences management decision for staff promotion in FCDA, while 38 respondents representing 21% disagreed and 10 respondents representing 5% strongly disagreed.

**Question 4: Does Performance Appraisal rating serve as source of motivation for further performance in FCDA?**

**Table 4.1.11: Respondents opinion on whether Performance Appraisal rating system serves as source of motivation for further performance in FCDA**

<b>Opinion</b>	<b>Number of Respondents</b>	<b>Percentage (%)</b>
Strongly agree	28	16
Agree	35	21
Undecided	14	8
Disagree	82	47
Strongly disagree	14	8
<b>Total</b>	<b>173</b>	<b>100</b>

Source: Field Survey, 2019

The table above shows that, 28 respondents representing 16 % strongly agreed that, Performance Appraisal rating system serves as source of motivation for further performance in FCDA, 35 respondents representing 21% agreed, 14 respondents representing 8% are could not ascertain whether Performance Appraisal rating system serves as source of motivation for further performance in FCDA, while 35 respondents representing 21% disagreed and 14 respondents representing 8% strongly disagreed.



**Question 5: Does performance appraisal an effective tool for identify the training needs of staff in FCDA**

**Table 4.1.12: Respondents opinions on whether performance appraisal is an effective tool for identifying the training needs of staff in FCDA?**

Opinion	Number of Respondents	Percentage (%)
Strongly agree	40	23
Agree	77	45
Undecided	13	7
Disagree	24	14
Strongly disagree	19	11
<b>Total</b>	<b>173</b>	<b>100</b>

Source: Field Survey, 2019

The table above shows that, 40 respondents representing 23% strongly agreed that, performance appraisal is an effective tool for identifying the training needs of staff in FCDA, 77 respondents representing 45% agreed, 13 respondents representing 7% could not ascertain whether performance appraisal is an effective tool for identifying the training needs of staff in FCDA, while 24 respondents representing 14% disagreed and 19 respondents representing 11% strongly disagreed.

**Question 6: Does favoritism influences performance appraisal rating in FCDA?**

**Table 4.1.13: Respondent's opinions on whether favoritism influences performance appraisal rating in FCDA**

Opinion	Number of Respondents	Percentage (%)
Strongly agree	69	40
Agree	41	23
Undecided	5	4
Disagree	39	22
Strongly disagree	19	11
<b>Total</b>	<b>173</b>	<b>100</b>

Source: Field Survey, 2019

The table above shows that, 69 respondents representing 40% strongly agreed that favoritism influences performance appraisal rating in FCDA, 41 respondents representing 23% agreed, 5 respondents representing 4% are could not ascertain whether favoritism influences performance appraisal rating in FCDA, while 39 respondents representing 22% disagreed and 19 respondents representing 11% strongly disagreed.

**Question 7: Does Performance appraisal reflects employees output in FCDA?**

**Table 4.1.14: Respondents' Opinion on whether Performance appraisal reflects employees output in FCDA.**

Opinion	Number of Respondents	Percentage (%)
Strongly agree	27	16
Agree	31	18
Undecided	13	7
Disagree	55	32
Strongly disagree	47	27
<b>Total</b>	<b>173</b>	<b>100</b>

Source: Field Survey, 2019

The table above reveals that, 27 respondents representing 16% strongly agreed that, Performance appraisal rating system reflects employees' output in FCDA. 31 respondents representing 18% agreed, 13 respondents representing 7% could not ascertain whether Performance appraisal rating system reflects employees' output in FCDA, 55 respondents representing 32% disagreed to the statement while 47 respondents representing 27% strongly disagreed.

**Question 8: Does Performance appraisal fairly done in FCDA?**

**Table 4.1.15: Respondents' Opinion on whether Performance appraisal fairly done in FCDA**

<b>Opinion</b>	<b>Frequency of Respondents</b>	<b>Percentage (%)</b>
Strongly agree	29	16
Agree	37	21
Undecided	10	6
Disagree	65	37
Strongly disagree	32	18
<b>Total</b>	<b>173</b>	<b>100</b>

Source: Field Survey, 2017

The table above reveals that 29 respondents representing 16% strongly agreed that, Performance appraisal fairly done in FCDA. 37 respondents representing 21% agreed, 10 respondents representing 6% could not ascertain whether Performance appraisal fairly done in FCDA. 65 respondents representing 37% disagreed to the statement while 32 respondents representing 18% strongly disagreed.

**Question 9: Are employees satisfied with performance appraisal rating in FCDA?**

**Table 4.1.17: Respondents opinion on whether employees are satisfied with performance appraisal rating in FCDA**

<b>Opinion</b>	<b>Number of Respondents</b>	<b>Percentage (%)</b>
Satisfied	92	53
Not Satisfied	78	45
No Idea	03	02
<b>Total</b>	<b>173</b>	<b>100</b>

Source: Field Survey, 2019

Table 12 above shows the opinion of respondents on whether they are satisfied with the yardsticks been used for performance appraisal in FCDA. 92 respondents representing

53% said they are satisfied, 78 respondents representing 45% said they are not satisfied and 3 respondents representing 2% said they have no idea. The table reveals that a majority of the respondents (i.e 53%) are satisfied with the yardsticks been used for performance appraisal in FCDA.

## **4.2 Data Analysis**

### **Data Analysis**

**Research Question 1: How proficiency in does discharged of duties influence staff performance in Federal Capital Development Authority?**

**Finding from the study reveals**

The Result of the Analysis revealed that Annual Performance Evaluation Appraisal Report in Federal Capital Development Authority (FCDA) is carryout at departmental level. FCDA employs the use of grading methods of performance appraisal system.

**Question 2: To what extent has performance appraisal system reveals the level of staff Performance in FCDA?**

The Result of the Analysis shows that, only 9% of the sampled APER form were rated Outstanding, 15% weresse rated Very good, 21% were rated Good, 53% were rated satisfactorily while 3% were rated fair. This shows that, performance appraisal system reveals the level of staff Performance in FCDA on the bases of grading. Majority of the staff were graded D (satisfactorily).

**Question 3: To what extent has performance appraisal techniques influences management decision on staff promotion?**

The Result of the Analysis shows that, 68% of the sampled strongly agreed that performance appraisal technique usually influences management decision for staff promotion in FCDA as against 32% which actually disagreed that performance appraisal technique usually influences management decision for staff promotion in FCDA. This means that, performance appraisal technique usually influences management decision for staff promotion in FCDA. In term of management decision for promotion, it was agreed that, three years continue of staff performance appraisal reports are review to an average of 60% why the writing examine usually carry 40%.

**Table 4.2.1: Calculation of Critical Value of Weighted Mean Score**

Variable	SA	A	U	D	SD	Total Number of Respondents/Score	Weighted Mean
Responses	89	25	11	38	10	173	664/173
Grading	5	4	3	2	1	-	-
Total	445	100	33	76	10	664	3.8
Value Decision	-	-	-	-	-	-	Accepted

**Self Computation**

The above analysis shows that, Weighted Mean Score of value of weighted means score 3.8. This means that, the calculated value is scientifically significant because, the result is more than 3.5 which represent the value for significant. We therefore agreed that, performance appraisal techniques influences management decision on staff promotion.

We can conclude that, performance appraisal techniques significantly influenced management decision on staff promotion in Federal Capital Development Authority.

**Question 4: Does performance appraisal an effective tool for identify the training needs of staff in FCDA**

The Result of the Analysis shows that, 68% strongly agreed that, performance appraisal have been an effective tool for identifying the training needs of staff in FCDA, as against 32% of the population which reveals that, performance appraisal have not an effective tool for identifying the training needs of staff in FCDA. This means that, performance appraisal have been an effective tool for identifying staff challenges in performing his duties and responsibilities and this was as a result of inadequate capacity building for staff of the administration.

**Table 4.2.2: Calculation of Critical Value of Weighted Mean Score**

Variable	SA	A	U	D	SD	Total Number of Respondents/Score	Weighted Mean
Responses	28	35	14	82	14	173	500/173
Grading	5	4	3	2	1	-	-
Total / Value	140	140	42	164	14	500	2.9
Decision	-	-	-	-	-	-	Rejected

**Self Computation**

The above analysis shows that, Weighted Mean Score of value of weighted means score 2.9. This means that, the calculated value is not scientifically significant because, the result is less than 3.5 which represent the value for none significant. We therefore agreed

that, we therefore agreed that, Performance Appraisal rating system is not a source of motivation for further performance in FCDA. We can conclude that, Performance Appraisal rating system is not a source of motivation for further performance in Federal Capital Development Authority.

**Question 5: Does favoritism influences performance appraisal rating in FCDA?**

The Result of the Analysis shows that, 63% of the study population agreed that favoritism influences performance appraisal rating in FCDA, as against the 37% performance appraisal rating was not influenced favoritism in FCDA. This means that, most the performance appraisal rating in FCDA was largely influences by favoritism between the management and the subordinate or between the superior officer and the subordinate. The rating in most cases depends on the relationship between the superior officer and the subordinate. When the relationship is good or cordial, such employees are rated higher but when the relationships are bad, the employees will be rated low which at the end of the year did not reflects employees output.

**Table 4.2.3: Calculation of Critical Value of Weighted Mean Score**

Variable	SA	A	U	D	SD	Total Number of Respondents/Score	Weighted Mean
Responses	69	41	5	39	19	173	621/173
Grading	5	4	3	2	1	-	-
Total Value	345	164	15	78	19	621	3.6
Decision	-	-	-	-	-	-	Accepted

**Self Computation**

The above analysis shows that, Weighted Mean Score of value of weighted means score 3.5. This means that, the calculated value is scientifically significant because, the result is more than 3.5 which represent the value for significant. We therefore agreed that, favoritism significantly influences performance appraisal rating in FCDA. We can conclude that, favoritism significantly influences performance appraisal rating in Federal Capital Development Authority.

#### **4.3 Discussion of Findings**

##### **Research Question 1: How is performance appraisal being carried out at Federal Capital Development Authority (FCDA)?**

Finding from the study reveals that, Annual Performance Evaluation Appraisal Report in Federal Capital Development Authority (FCDA) is carryout at departmental level. The study further shows that, FCDA employs the use of grading methods of performance appraisal system.

##### **Question 2: To what extent has performance appraisal system reveals the level of staff Performance in FCDA?**

Finding from the study reveals that, the extent performance appraisal system reveals the level of staff Performance in FCDA. Majority of the staff in FCDA were rated with grade level D which means they performed their duties and responsibilities satisfactorily. Although, the best performing rating is Outstanding which is graded A; but unfortunately, only 9% of the staff performed their duties and responsibilities with Outstanding graded.



This follow by 15% which were graded B which shows that performed their duties and responsibilities as very good and 21% were rated Good, 53% were rated satisfactorily while 3% were rated fair. This shows that, performance appraisal system actually reveals the level of staff Performance in FCDA.

**Question 3: To what extent has performance appraisal techniques influences management decision on staff promotion?**

Finding from the study reveals that, performance appraisal technique has significant influences on management decision for staff promotion in FCDA. Management decision for promotion stipulated three years continue review of staff performance appraisal reports to an average of 60% why the writing examine usually carry 40%. This reason for such decision is to reduce the poor performance, reduce absenteeism, and improve staff productivity. Idemobi, E., and Onyeizugbe, C. (2011) and Wells (2002) confirm the view that the most important objective of any viable performance appraisal technique is to motivate the concerned employees and not to put them under duress. However, the end result of any effective performance appraisal technique is to make employees work more without hesitation.

**Question 4: Does performance appraisal an effective tool for identify the training needs of staff in FCDA**

Finding from the study reveals that performance appraisal has been an effective tool for identifying staff training needs. Performance appraisal also serve as basic tools for identifying some of challenges affect employees of FCDA in performing their duties and responsibilities, and this was as a result of inadequate capacity building or regular training for staff of the administration. The study also shows how performance appraisal assisted the management of Federal Capital Development Authority (FCDA) to identify the strength and weaknesses of workers. During the field survey, it was revealed that that the management of FCDA usually determines the training needs of its employees through effective appraisal system. Moreso, it was revealed that Employees who are due for promotions are usually determined through regular performance appraisal. However, it was discovered that Employees who deserves better pay are determined through performance rating system in FCDA. It was also revealed that appropriate disciplinary actions are not taken against erring employee through effective performance management in FCDA. In line with this, it was revealed that employees who are due for transfer and deployment are not determined through performance appraisal system in FCDA. This finding is in partial contrast with the views of Lee and Shin (2000) that disciplinary action should be taken against erring employee of any organization by the dictate of the performance appraisal system. However, the strict implementation of these disciplinary

actions will make the employees to be conscious of the end result of their actions and activities at work place.

**Question 5: Does favoritism influences performance appraisal rating in FCDA?**

Finding from the study reveals that, most the performance appraisal rating in FCDA was largely influences by favoritism between the management and the subordinate or between the superior officer and the subordinate. The rating in most cases depends on the relationship between the superior officer and the subordinate. When the relationship is good or cordial, such employees are rated higher but when the relationships are bad, the employees will be rated low which at the end of the year did not reflects employees output. The finding also showed that the nature of appraisal system in FCDA is not transparent and that is why employees are not satisfied with the performance appraisal system in FCDA. This corroborates the views of Zeithaml (2000), Murphy (2003) and Lindsey (2005) that every performing organization should improve strategies in order to improve in her performances.

## CHAPTER FIVE

### SUMMARY, CONCLUSION AND RECOMMENDATIONS

#### 5.1 Summary

The study examined the effect of performance appraisal techniques on Staff performance in Federal Capital Development Authority. Annual Performance Evaluation Appraisal Report in Federal Capital Development Authority (FCDA) is carryout at departmental level and FCDA employs the use of grading methods of performance appraisal system for measuring the performance of its staff.

Majority of staff in FCDA were rated with grade level D which means they performed the duties and responsibilities satisfactorily. Although, the best performing rating is Outstanding which is graded A, but unfortunately, only 9% of the staff performed their duties and responsibilities with Outstanding graded. Appraisal system actually reveals the level of staff Performance in FCDA.

Performance appraisal technique has significant influences on management decision for staff promotion in FCDA. Management decision for promotion stipulated three years continue review of staff performance appraisal reports to an average of 60% why the writing examine, usually carry 40%.

Performance appraisal also serve as basic tools for identifying some of challenges affect employees of FCDA in performing their duties and responsibilities and this was as a result of inadequate capacity building or regular training for staff of the administration. The study also shows how performance appraisal assisted the management of Federal

Capital Development Authority (FCDA) to identify the strength and weaknesses of workers. During the field survey, it was revealed that that the management of FCDA usually determines the training needs of its employees through effective appraisal system.

Most of the performance appraisal rating in FCDA was largely influenced by favoritism between the management and the subordinate or between the superior officer and the subordinate. The rating in most cases depends on the relationship between the superior officer and the subordinate.

## 5.2 Conclusion

This study presents Performance appraisal system as an important drive that looks for better, more accurate, more cost-effective ways of evaluating job performance and employee motivation. Performance appraisal system is a significant technique aimed at enhancing the performance of the employee in the organization.

Performance appraisal is essential as it gives updates on the performance of the employees; it identifies training needs and come up with plans for employee development. Performance appraisal system is usually identified as a critical element for boosting employee motivation.

Performance appraisal technique is an important drive that looks for better, more accurate, more cost-effective ways of evaluating job performance and employee motivation. Performance appraisal system is a significant technique aimed at enhancing the performance of the employee in the organization. Performance appraisal is often

considered one of the most important human resource management functions, and an effective performance appraisal and management system is an integral part of organization's human resource management effectiveness

Competent appraisal of individual performance in an organization serves to improve the overall effectiveness of the entity. The informative function is fulfilled when the appraisal system supplies data to managers and appraises about employees strengths and weaknesses. Finally, the motivational role entails creating a learning experience that motivates workers to improve their performance. When effectively used, performance appraisals help employees and management establish goals for the period before the next appraisal.

Management decision for promotion stipulated three years continue review of staff performance appraisal reports to an average of 60% why the writing examine usually carry 40%. Performance appraisal also serves as basic tools for identifying some of challenges affect employees of FCDA in performing their duties and responsibilities.

### **5.3 Recommendations**

Sequel to the findings of this study, it is recommended as follows:

- i. The Management of Federal Capital Development Authority (FCDA) should ensure Annual Performance Evaluation Appraisal Report is carryout at departmental level with most sincerity in the use of grading methods for all staff of the authority.

- ii. The Management of Federal Capital Development Authority (FCDA) should encourage staff do more so as to upgrade their level of performance from the their current grade level D to A & B in subsequent exercise
- iii. The Management of Federal Capital Development Authority (FCDA) should sustain decision of reviewing APER for three years to an average of 60% and examine usually carry 40%. This would reduce poor performance, reduce absenteeism, and improve staff productivity.
- iv. The Management of Federal Capital Development Authority (FCDA) should ensure that, performance appraisal should be redesign to further identify staff training needs and capacity building or regular training for staff FCDA.
- v. The Management of Federal Capital Development Authority (FCDA) should reduce the influences of favoritism between the management and the subordinate or between the superior officer and the subordinate in order that, performance appraisal system in FCDA is transparent and as well reflects the employees output.

#### 5.4 Limitations of the Study

In the conduct of this study, the researcher was faced with numerous challenges (limitations). One of the major limitations of this study was that of low level of cooperation by the respondents in providing information. Another limitation was the difficulties of obtaining relevant materials. Moreover, inadequate funds militated against extensive coverage; particularly in the light of the prevailing inflationary pressure.

However, against all odds, the researcher was able to overcome the challenges or limitations in order to make the study an effective one.



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## APPENDIX I

School of Postgraduate Studies,  
Department of Public Administration,  
Faculty of Administration,  
Nasarawa State University, Keffi,  
Nasarawa State.

9<sup>th</sup> August, 2017.

Dear respondents,

I am a postgraduate student of the above mentioned institution, carrying out a research on the topic **“Effect of Appraisal Technique on Workers Performance at the Federal Capital Development Authority (FCDA), Abuja, 2006-2016”**. This questionnaire is designed to assist me reach conclusion on the research topic and purely for academic purpose. Any information given shall be treated with utmost confidentiality.

Thanks

Yours faithfully,

Galadima Anyidasa Osu

## QUESTIONNAIRE

### SECTION A: DEMOGRAPHIC ANALYSIS OF RESPONDENTS

Please Tick (✓) where Appropriate

Age: (a) Below 30yrs [ ] (b) 31-40yrs [ ] (c) 41-50yrs [ ] (d) 51yrs and above

[ ]

Sex : (a) Male [ ] (b) Female [ ]

Educational Background: (a) Primary School leavers [ ] (b) O/Level [ ] (c)

NCE/OND [ ] (d) HND/Degree [ ] (e) M.Sc/Ph.D [ ]

Departments: (a) Administration [ ] (b) Human Capital development [ ] (c) Legal

Services [ ] (d) Finance and Supplies [ ] (e) Town Planning [ ] (f) Works and

Housing [ ] (f) Others [ ]

Positions: (a) Senior Staff [ ] (b) Junior [ ] (c) Management Staff [ ]

Length of Service: (a) Below 5 yrs [ ] (b) 5-10 yrs [ ] (c) 11-15 yrs [ ] (d) 16 yrs

and above [ ]

(d)

Rate yourself on the scale below:

SA = Strongly Agreed =5

A = Agreed =4

UD = Undecided =3

D = Disagreed =2

SD = Strongly Disagreed =1

**SECTION B: The extent to which performance appraisal has motivated the workers of Federal Capital Development Authority (FCDA) to improve their performance**

S/No	Views	SA 5	A 4	UD 3	D 2	SD 1
1	Techniques for Performance Appraisal in FCDA has boosted the morale of employees while carrying out assigned duties					
2	Performance Appraisal in FCDA has assisted employees to be more innovative and resourceful in their daily operations					
3	The practice of performance appraisal in FCDA has eliminated all forms of complacency and non-challenge attitude to duties					
s4	Performance appraisal in FCDA has improved service delivery to the general public by its employees					
5	There is no case of redundancy in FCDA due to effective performance appraisal in the organization					
6	Appraisal system in FCTA has made its employees adhere to the code of conducts guiding their daily operations					

**SECTION C: The extent to which performance appraisal has assisted the management of Capital Development Authority (FCDA) to identify the strength and weaknesses of workers**

S/No	Views	SA 5	A 4	UD 3	D 2	SD 1
1	The management of FCDA usually determines the training needs of its employees through effective appraisal system					
2	Employees who are due for promotions are usually determined through regular performance appraisal					
3	Employees who deserves better pay are determined through performance rating system in FCDA					
4	Appropriate disciplinary actions taken against erring employee through effective performance management in FCDA					
5	Employees who are due for transfer and deployment are determined through performance appraisal system in FCDA					



**SECTION D: An Assessment of the Practical strategies to improving appraisal system Capital Development Authority (FCDA) for its improved performance**

1. Describe the nature of appraisal system in FCDA

- a. Transparent [ ]
- b. Not transparent [ ]
- c. Fairly transparent [ ]

2. What is your opinion about Performance appraisal in FCDA?

- a. It is devoid of manipulation [ ]
- b. Appraisers are biased [ ]
- c. It is performance driven [ ]

3. Are you satisfied with the yardsticks been used for performance appraisal in FCDA?

- a. Satisfied [ ]
- b. Not satisfied [ ]
- c. No idea [ ]

4. How comprehensive is performance appraisal in the FCDA?

- a. Comprehensive [ ]
- b. One sided [ ]
- c. No idea [ ]

5. To what extent does the performance appraisal impacted on you in FCDA?

- a. large extent [ ]
- b. little extent [ ]
- c. No idea [ ]

6. Which of the following appraisal system is been practiced in the FCDA?

- a. Closed system [ ]

b. Open System [ ]

c. No idea [ ]

7. How often is performance appraisal conducted annually in the FCDA?

a. Once [ ]

b. Twice [ ]

c. Not at all [ ]

8. State the number of time you have participated in performance appraisal

a. 1-2 times [ ]

b. 3 times and above [ ]

c. None [ ]

9. Comment freely on the nature of performance appraisal in FCDA

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