IMPROVING JOB PERFORMANCE THROUGH PERFORMANCE APPRAISAL: (A CASE STUDY OF KEFFI LOCAL GOVERNMENT COUNCIL, PLATEAU STATE).

A PROJECT SUBMITTED TO THE POST GRADUATE SCHOOL, AHMADU BELLO UNIVERSITY (ABU), ZARIA, IN PARTIAL FULFILMENT OF THE REQUIREMENTS FOR THE AWARD OF THE DEGREE OF MASTER OF BUSINESS ADMINISTRATION (M.B.A.)

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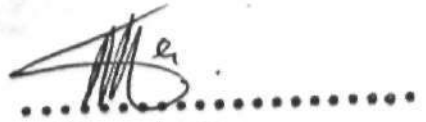
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MAY, 1989

D E C L A R A T I O N

This project has been composed by me and it is a record of my research work.

All sources of information are clearly acknowledged by means of references.



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C E R T I F I C A T I O N

This project report entitled "IMPROVING JOB PERFORMANCE THROUGH PERFORMANCE APPRAISAL"by IJIM, DAVID I. meets the regulations governing the award of the degree of MASTER OF BUSINESS ADMINISTRATION (MBA) of AHMADU BELLO UNIVERSITY, and is approved for its contribution and literary presentation.

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D E D I C A T I O N

This project is dedicated to the memory of my parents Mr. Uleh Achudu and Mrs. Ewechai Uleh whose affection I cherished and valued very dearly.

A C K N O W L E D G E M E N T S

I wish to express my sincere appreciation to God who made it possible for me to complete this course.

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May, 1989.

A B S T R A C T

The primary aim of the study was to find out how job performance can be improved through performance appraisal.

The study was prompted by the observation that performance appraisals in Keffi Local Government Council were conducted for promotion purposes only. This observation was based on the fact that only letters of promotions were released after the appraisal exercises. Staff were not corrected or told specifically how to improve their performances on their jobs.

Interviews and two sets of questionnaires formed the main tools for the research.

Results of the study showed that job performance in Keffi Local Government Council can be improved through performance appraisal by giving employees feedback on their performances, indentifying employees weaknesses on their jobs and giving them appropriate training, rewarding good performance and so on.

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CHAPTER ONE

1.0 INTRODUCTION TO THE PROBLEM

1.1 Introduction

Improving job performance is one of the major concerns of organisations today. In the bid to achieve this important task, many organisations resort to the use of performance appraisal. Performance appraisal "is the systematic description of individual job relevant strengths and weaknesses " (Cascio, 1978, p.315). To Hackett (1979, p.98) performance appraisal is the name given to the regular (usually six-montly or annual) review of the way an individual is performing in his job.

The concept of performance appraisal is not new, Valerie and Stewart (1980, p.3) observed that "performance appraisal has been with us for sometime now Some firms are on their third or fourth designed." Davis (1983,pp.474-475) found that "the first recorded appraisal system in industry was Robert Owen's use of character book and block in New Lanark Cotton Mills in Scotland around 1800. The character books recorded each worker's daily reports. The character blocks were coloured differently on each side to represent an evaluation of the worker ranging from bad to good and they were displayed at each employee's workplace. Owen was quite impressed by the way the blocks improved worker behaviour."

Cascio (1978,p.315) observed that "performance appraisal in any organisation is composed of two processes that is, observation and evaluation which are subject to bias."

Hackett (1979,pp.989) discovered that there are two systems of performance appraisal. That is, open and close systems. In open system the employee has the opportunity to discuss his performance with his boss and to contribute to the record of the appraisal while in a close system the reverse is the case. The employee is not allowed to discuss his performance with his boss and to contribute to the record of the appraisal. Everything is done by the boss.

Appraisal system be it open or confidential seeks to attain any or all of the following objectives:-

"Manager development, employee motivation, identifying employees with promotion potential, improving employee performance, manpower and succession planning and determining annual salary increases through merit rating" (Orugbo, 1978.p.24). The basic aim of performance appraisal is to effect improvement in the performance of the employee in his job (Ubeku, 1975, p.240).

To achieve the objectives of performance appraisal there must be job analysis. Standards of performance required on the job must be established and communicated to the employee. It is on the basis of the standards set

that management can institute an effective control system.

Nwasike (1987,p.11) noted that "management must ensure that employees have a clear understanding of the performance appraisal, what is expected of the employee before and during the exercise and how can the employee benefit. Efforts by management should be made to stimulate as much interest as possible among employees so that they should be eager and ready to participate."

It is important however to note that while performance appraisal is an important tool for improving job performance, it does not exist in most orgnisations. "Where it exist it is used mainly for promotion purposes" (Nwasike, 1987,p.10). This points to the fact that though performance appraisal is important, a number of organisations are still unaware of its role in improving job performance. Traces of this ignorance are seen in the way some managers show lukewarm attitudes towards its uses and practices. They rarely appraise their employees' performance and where they do, the results are hardly used to improve performance. In another development, it was observed that cases of victimizations have been reported in many organisations where performance appraisal exists. This indicates that instead of improving job performance, some managers are using it to acquire power, and punish employees by denying them promotions, etc.

These ill-practices have adverse effects on employees performance. According to Feldman and Arnold (1983, p.391) "these ill-practices are aided by lack of clearly defined criteria for measuring effective and ineffective performance. The result of these ill-practices are frustrations and disatisfactions which make employees reluctant to work harder Thus,periods of performance appraisals are really those of unhappiness. A number of employees are sad during these periods because of the adverse valuations which they receive. These problems exist in almost all organisations and may be deliberate rather than based on the fact that the employee is not performing well on his/her job.

This study is set out to examine the significance both managers and subordinates attached to performance appraisal in Keffi Local Government Council. The aim is to find out how job performance in the Local Government can be improved through the use of performance appraisal. Since researches of this nature have not been carried out in the local government, the researcher considers it important to find out if job performance can be improved through performance appraisal in the local government council. It is expected that the findings of the study will not only enlighten and encourage the management of

Keffi Local Government to improve their performance and that of their staff on their jobs but it will stimulate further researches in other organisations.

1.2 Statement of the Problem

It has been observed that performance appraisal in Keffi Local Government Council are conducted for promotion purposes only. This observation is made in respect of the fact that only letters of promotions are released after the exercise. Those staff not promoted are not corrected or told specifically how to improve their performances on their jobs. This phenomenon is of great concern to the researcher who felt the need to find out how job performance in the Local Government Council could be improved through performance appraisal.

1.3 Aims of the Study

The primary aim of the study is to find out how job performance in Keffi Local Government Council can be improved through performance appraisal. Hence the study will attempt

(a) To identify the uses of performance appraisal in Keffi Local Government.

(b) To study the attitudes of staff of Keffi Local Government Council toward performance appraisal.

(c) To investigate the ways performance appraisals have been conducted in Keffi Local Government Council.

1.4 Significance of the Study.

This study will encourage the management of Keffi Local Government Council to develop a more positive attitudes toward staff performance evaluations. This, it is hoped, will help to improve job performance vis-a-vis the productivity of the local government council.

In addition, it is also expected that the findings of the study will encourage both the state and the Federal Governments to look into the problems militating against the effective and efficient use of performance appraisal in improving job performance not only in Keffi Local Government Council but also in other similar organisations in the state and the country in general.

Finally, the findings of the study will stimulate further reseaches in other organisations.

1.5. Methodology

The study was carried out at Keffi Local Government Council, Plateau State. The organisation was chosen because of familiarity and proximity to the researcher which made

data collection relatively easy.

At the time of the study, Keffi Local Government had 3,081 employees, 1,621 of them Senior Staff and 1,461 Junior employees. Of these 2,507 are males while 574 are females. 109 male and 95 female employees were randomly selected for the study.

Information for the study was elicited through the questionnaire method. Two separate questionnaires 'A' and 'B' were developed. Questionnaire 'A' was meant for Heads of Departments while 'B' was meant for their subordinates. The separate questionnaire approach was meant to permit more relevant questions to be asked to each group of respondents.

The researcher personally administered the questionnaires. Respondents were assured of the confidentiality of whatever information was supplied. Objectivity in responding and the aim of the study were emphasised. Respondents were allowed one week within which to fill in the questionnaire. Thereafter the researcher went back and collected the completed copies.

The period of administering the questionnaires coincided with the tour of the Local Government Area by Lt. Col. Aliyu Kamo. This made it difficult to find people on their seats. Even after the tour some staff were stillnot present. Those present were unwilling to cooperate on the excuse that they had too much work to

do. However, quite a number of staff were ready and eager to be interviewed.

Data collected were analysed using simple percentage method. Tables were used where necessary to represent information.

The field work was carried out in May, 1988.

1.6 Limitations of the Study

This study is concerned basically with finding out how job performance in Keffi Local Government Council can be improved through performance appraisal. Due to limited time, the study did not cover all the local government councils in Plateau State.

Another limitation of the study was financial constraints. Though the researcher was sponsored by his employer, he had no adequate funds for a larger study. The area covered by the study was therefore limited in scope and hence it's findings could not be over generalised. The conclusions reached apply only to the population used for the study.

1.7 Definition of Terms

1. Job

A job is a piece of work that has been done or must be done by an individual or group of individuals. Feldman and Arnold (1983, pp.44-45) explained that a job is a relatively homogenous cluster of work tasks carried out to achieve some essential purpose in an organisation.

It is a group of tasks that appear to go together in some meaningful sense, i.e., tasks similar in kind or content, tasks posing common requirements, or tasks for which the only common ground is that employees who perform task 'X' are likely to perform task 'y'.

2. Job Description.

This is a written statement of the major tasks of a job. It includes title of the job, its location, job grade and salary scale, principal duties and responsibilities, position of the job in the organisation chart and overall purpose of the job. Job description may include a description of what the employee is supposed to do on the job.

3. Appraisal.

Appraisal simply means evaluation of one's performance on his/her job. It means finding out the amount or value and quality of work done by an individual or group of individuals. It entails determining the condition of work and the amount of time used in doing it. Appraisal is judgement which requires definite standards. To be effective, it must be based on performance.

4. Feedback

This is devising a procedure whereby employees receive daily information on how well or bad they are doing on their jobs so that changes can be made where

necessary. Feedback is a tool for achieving the developmental aspects of staff performance appraisal. To be effective it should be given during or immediately after the appraisal interview.

5. Communication

Communication is the exchange of information, ideas or opinions. In other words, it is the creation, transmission and use of information. Communication may either be oral or written. It enables management to keep employees informed of policies and plans affecting them and actions required from them in order to fulfil the organisational objectives. In this wise, communication is a means of monitoring and controlling performance. To be effective it must be clear and precise.

6. Motivation.

Motivation is the drive one possesses towards accomplishing a goal and that he would benefit when he/she achieves the goal. Jekelle (1981, p.15) explained that motivation is "the state or condition of being induced to do something. Fundamentally it involves needs that exist within the individual and incentives or goals that are found otuside the individual. Motivation thus refers to something that a manager does to induce others to act in a way to produce the results required organisationally. It refers to the driving force that stimulates an individual into action, it is

the predisposition to act in a certain manner."

7. Productivity.

Nwasike (1987, p.4) stated that "productivity is a measure of efficiency with which a specified amount of input is used to produce a given amount of goods and services." Jekelle (1981, p.17) also mentioned that productivity relates to "quality of work life especially when it is defined in terms of the individuals internal work standards or output. It includes such work behaviour as absenteeism, turnover, grievances, strikes, union activity, defiance of rules and authority".

8. Training.

Eromesele (1983, p.42) explained that "training embraces all the stages concerned with increasing the capabilities of individuals and groups in contributing to the attainment of defined objectives." It includes the determination of training and development needs, induction and orientation, skill training and programmes for managerial, professional, and staff development. Training is a modern management tool which takes place at college, university, on-the-job, and at home during off duty hours.

CHAPTER TWO

2. 0 REVIEW OF LITERATURE

2.1 The Meaning of Performance.

The most important step in any appraisal system should be that of defining performance. Without a clear definition of what constitutes good performance it is not possible to have a rational appraisal system.

Owei (1979,p.10) in his article "the selection interview" defined performance as the"accomplishment of successful role achievement (behaviour); that is, a person's accomplishment on tasks that comprise the person's job."

Kast and Rosenzweig (1982,p.21) said performance has to do with effectiveness and efficiency. Effectiveness, according to him is "concerned with the accomplishment of explicit or implicit goals." While efficiency refers to "the ratio of output to input, or benefit to cost." It is the right way of doing things. The effectiveness of an employee is not easy to measure. This is because the"criteria of effective and ineffective performance are frequently difficult to define"(Feldman and Arnold, 1983,p.391).

Valerie and Steward (1981,pp.3) observed that to be effective, the criteria on which performance is appraised must be:

a) Genuinely related to success or failure on the job;

b) Amenable to objective, not subjective judgement;

c) Easy for the manager to administer;

d) Strike a fine balance between sensitivity to the needs of the present job and applicability to the company as a whole;

e) Fair and relevant to the employee.

2.2 Determinants of Performance

The performance of a worker in an industrial job is a function of personal, work and environmental factors (Ganguli, 1961,pp.5-12). Ganguli stressed that personal factors are sub-divided into skill as developed by training of basic abilities and aptitudes; and degree of motivation or drive level. While work factors are sub-divided into types of tools and choice of right equipment, work methods, and materials. Environmental factors on the other hand, are sub-divided into physical (lighting, ventilation, noise, temperature), psychological (nature of leadership, social climate in the shop, attitude toward production) and organisational controls, decision making, reward, punishment and so on. Ganguli emphasised that there is no definite criterion to determine the importance of human factors as against external factors in a particular job but the more complex a task is, the greater the role of human

factors in it. That although a man's skill to do a job is a function of his abilities and aptitudes and the training he received, his performance on a specific task is a function of his skill and motivation. i.e. P= F (S,M) where

P = Performance

S = Skill

M = Motivation.

He further mentioned that from laboratory experiments both with animals like the albino rat s as well as with humans, it has been found that all other things being equal, performance level is higher if the motivational level is higher.

Nwasike (1983 , pp.16-17) in her paper "increasing office productivity through performance appraisal" said in order to make the appraisal motivate an employee to increase his performance, there must be:

1. "Knowledge of the employee's tangible and intangible needs. What does the employee wants from the job and why?
2. Link needs with employee's job goals so that the employee would have a clear perspective of what his benefits would be and become committed to achieving the job goals."

According to her, motivation alone though importance, it is not adequate to steer up performance. Skills and training of the appraisers are very important as employees

must be observed or asked certain questions to which the answers would reveal the intangible needs that underlie the employee's behaviour. She added that highly committed performance would occur when the employee clearly understands what his/her benefit will be and he/she wants that benefit. In her conclusion, she mentioned that the manager should try to remove all the impediments to productivity which include.

1. "Lack of faith in the employee
2. Distrust and lack of knowledge and understanding
3. Improper supervision
4. Lack of skills and training at all levels."

Ubeku (1975, p.240) started that for an employee to perform effectively and efficiently.

1. "The standards of performance required on the job should be clearly laid down and communicated to the employee.
2. The area of authority of the average employee must be clearly defined and he should be told the person to whom he is accountable.
3. The job must be structured in such away that the employee can make the maximum use of his mental and physical capacities."

Eromosele (1987,p.39) in his paper "the function of personnel management in organisation" noted that for

an employee to perform well in his/her job, there must be job analysis. The position of the job in the organisational chart, its location, overall purpose, job grade, salary scale, principal duties and responsibilities of the employee must be clearly defined.

According to Steers and Porters (1979,p.148) there "must be continuous feedback to employees concerning the nature and quality of their work. This include pointing out errors made by the employee as well as noting ways of overcoming them."

Nothcott in his book "African Labour Efficiency, P.11 - 15" said an employee is said to have performed well when his efforts and output judged by some currently standardly agreed measure of achievement is satisfactory. That:

1. There must be clear instructions, in the right direction and methods of operation.
2. There must be adequate financial reward.
3. The task to be performed must not only be clearly defined but it must be such that workers can take pride in doing it.
4. Workers must possess inherently the aptitude and intelligence necessary for their tasks.

2.3 The Meaning of Performance Appraisal.

Hackett (1979,p.98) claimed that performance appraisal is the "name given to the regular (usually six-monthly or annual) formalised and recorded review of the way an individual is performing in his job."

Ugiagbe (1985,p.18) defined performance appraisal as "an objective assessment of an officer against the background of the targets set for him."

Nwobi et al (1988,p.3) in their paper "performance appraisal is often seen as the bane of the Civil Service" said" performance appraisal is a system of measuring the performance of an individual employee and making a variet of decisions affecting the employment of individual including promotion, termination, training, transfers and so on."

There are two systems of performance appraisal. The open and the close systems. In the open system the appraisee usually has opportunity to discuss his performance with his boss and contribute to the record of the appraisal. However, this is not the case in a close system. The appraisee has no opportunity to discuss his performance with his boss and contribute to the record of the appraisal. In this system, only the boss evaluates and records the employee's performance.

2.4 Approaches and Methods of Measuring Employee's Performance.

According to Ugiagbe (1985,pp.12-20) "for a long time, performance appraisal was based on traditional or personality traits and work characteristics." Examples of these traits include intelligence, judgement, initiative, leadership, moral courage, loyalty, perseverance, endurance and industry. He mentioned that many people dislike this method of appraisal because:-

1. Superior officers (reporting officers) often get confused about what exactly they are rating when assessing their subordinates.

2. Trait evaluation cannot be objective. Reasonable people would not like such criteria to be used in assessing them. They often complaint of not been fairly treated.

3. Trait criteria are at best vague contrivances.

Hackett (1979,p.98) found that results oriented approach is one of the basic approaches to performance appraisal. In this method, the outcomes or results such as sales figures, wastage rate, complaints received and costs incurred by the job-holder usually form the basis of the assessment.

Orugbo (1978,p.24) found that other methods for measuring performance include "employee comparison

(ranking methods) and forced distribution wherein the principle of the normal distribution curve comes into use so that employees in the top 25% are classified as good performers, the middle 50% are designated satisfactory performars and the bottom 25% are rated poor performers."

Eromosele (1985,p.43) concluded that the most common methods now in use for assessing the performance of employees are merit rating, written assessment pattern and management by objectives (MBO) or target setting pattern. According to him merit rating system sets certain criteria against which a rating can be given. Confidential report i.e, the former type of report writing is somehow blends into this system where the criteria used in rating are very often such things as personality traits, or qualities such as drive, initiative, loyalty, cooperation and the like, which may be indicated as A, B, C, D and E. i.e. excellent, very good, good, fair and poor respectively. The problem one encounters under this system is that there is no satisfactory way of quantifying such factors since different people see personality traits, or qualities in varying ways, each tending to mean something slightly different and attaching varying degrees of performance to them. One fact about this system is that in most cases, the traits are not relevant to the job and as a result uniformity of appraisal is lost. Under this method no manager would like to discuss the qualities of

any subordinate with him, since the criteria are quite subjective. Another problem is the tendency of the appraising managerto go for the middle-of-the-road marking which result in average assessment in terms of the overall rating.

The written assessment pattern according to Eromosele is somehow similar to the merit rating method. The only differences lie in the method of approach. The method requires the appraising officer to put down in writing his own views in respect of each of the set criteria. Since the set factors of personal traits or qualities are the basis of the assessment, one would easily agree that subjectivity would play a very dominant role in the assessment of the employee. Merit rating and assessment pattern methods are not based on performance and as such do not meet the standards of a good appraisal which would be useful to management.

Drucker in Eromosele (1985, p.43) stated that "appraisal must be based on performance. Appraisal is judgement and judgement always requires definite standards. To judge means to apply a set values, and value judgements without clear, sharp and public standards are irrational and arbitrary. They corrupt alike the judge and the judged". This quotation summarises what an ideal appraisal should be.

Management experts have agreed that though the above methods contain a good deal of characteristics needed for

employee appraisal, they suffer from the problems of personality traits and subjectivity. A new technique, management by objectives 'MBO' was therefore introduced. Nwobi, et al (1988,pp.10-11) stressed that MBO "has emerged as the most frequently used methods for the appraisal of managers at all levels. It has been designed to overcome certain of the inherent problems of traditional appraisal systems." According to them the key features of MBO are as follows:

1. Superior and subordinate get together and jointly agree upon and list the principal duties and areas of responsibility of the individual's job.

2. The person sets his own short term performance goals or targets in co-operation with his superior. The superior guides the goal setting process to ensure that it relates to the realities and needs of the organisation.

3. They agree upon criteria for measuring and evaluating performance.

4. From time to time, more often than once per year, the superior and subordinate get together to evaluate progress towards the agreed upon goals. At these meetings new or modified goals are set for the ensuing period.

5. The superior plays a supportive role. He tries on a day - to - day basis to help the employee reach the agreed upon goals. He counsels and coaches.

6. In the appraisal process the superior plays less the role of a judge and more the role of one who helps the person attain the goals targets.

7. The process focuses upon results accomplished and not upon personal traits.

In another development, Eromosele (1985,pp.43-44) found that MBO is a "general model of how to run an organisation efficiently. It emphasis the need to state explicitly the objectives of the organisation and measurement of its actual achievement as a basis of control i.e., feedback." This method seeks to ensure that the set objectives are efficiently carried out. The method is designed specifically to

1. "enable an employee and his manager consider together management's set targets which have been mutually agreed upon by them.

2. Consider together his performance in the past (upon reporting system).

3. Discuss what improvements are possible and plan strategies to rectify any deficiency."

MBO enables the employee to be brought closer to the management and invariably becomes part and parcel of management decision making and execution of its targets. Since management has its own objectives which it wants to achieve, it knows also in concrete terms

what it expects from its employees and in turn the employee knows what the management expects of him.

In the light of this, management will evaluate employees on the basis of their performance. They are judged against set objectives by management. The appraisal will, in addition, take into consideration the potential for development of the employee by judging his strengths and weaknesses. The end result is a movement from one grade or along the same salary grade is judged by objective measures of performance and potential and not subjective criteria.

For MBO to achieve good results,

1. The objectives of the organisation should be well known to all staff and every staff should know how his own work fits into the overall objectives of the organisation.
2. There should be a detailed job description of all the jobs in the organisation and targets of performance in terms of quality and quantity of work, and the time needed to accomplish them should be set.
3. The necessary specification i.e. man's specification of each job should be clearly stated and all job incumbents must possess the necessary attributes for their jobs.

4. Appraisal should be taken as standard rules rather than the exception. Objectives appraisal should stress strengths and areas of weaknesses and how those areas can be strengthened.

Further commenting Eromosele said when properly tackled MBO has an number of benefits;

1. The relationship between managers and subordinates are considerably improved as a result of the two way communication. The manager gains greater appreciation of his subordinate's job in terms of the difficulties and understanding involved in the performance of the job.

2. It assists in identifying people with potential, enables manager's contribution to be measured and ensures that management and supervisory training are geared towards the needed ends. It allows sounder organisation structure with more effective delegation and accountability.

3. It minimizes frustrations, improves morale and sense of purpose arising from joint involvement. Managers are able to recognise their achievement through clearly worked out targets.

Nwobi et al (1988,p.11) listed the following advantages of Management By Objective (MBO).

1. By participating in the setting of the goals, the individual acquires a stake or a vested interest in trying to meet them.

2. A person is not rated against a fixed scale. His targets and responsibilities are set and evaluated in terms of his particular situation and abilities.

3. Defensive feelings are minimised because the superior is not a judge but a helper. Emphasis is on performance rather than on personality traits. The emphasis is also upon the present and the future, which can be controlled then to the past which cannot be altered.

While acknowledging the benefits of MBO to any organisation, it is equally important to note that the method is not a remedy for all troubles. Eromosele (1985,p.44) warned that "problems may arise if the goals are not realistic and the system may even fail if it is not pushed with the full support and understanding of the management team." Thus, managers must not only be involved in defining their own objectives of the office or department, they must also be receptive to common criticisms and suggestions from their subordinates. There must be communication all through down the line where organisational units objectives are determined. Management must ensure that the targets, set are realistic and achievable and that all information required for proper assessment are available and that factors that

could affect good judgement are eliminated. Appraising staff and motivating them are sure means of increasing productivity and harmon y in any organisation.

2.5 Common Errors in Staff Performance Appraisal.

Many studies have shown that the rating process is prone to errors Udo (1987,p.45) and Nwobi, et al (1988,pp.11-13). A number of these errors which are of concern in this study are:-

1. The halo effect
   This is the tendency to rate an employee high or low on many job related behaviours because he/she is high or low in one particular aspect. For instance, a supervisor, may like the way a subordinate relates to peers and this may make him ignore other weaknesses.

2. Errors of leniency, strictness and central tendency.
   The commonly found tendency to rate most employees about the middle of the scale is referred to as the error of central tendency. In this case, the rater is reluctant to give the employee extremely high or low scores. Instead he continuously uses the centre or average point on a rating scale even though large differences in proficiency may exist among his subordinates.

Raters who tend to concentrate their rating toward the upper end or lower end of the scale commit errors of leniency or strictness respectively.

3. Errors due to criterion contamination. This refers to errors committed due to the rater not allowing for effects of various variables extraneous to the individual being rated which have nothing to do with him. e.g. poor working conditions.

4. Rater characteristics. Certain traits in the raters themselves can influence the accuracy of ratings. For example, supervisors who are effective in their own jobs are more capable of differentiating between good and poor employees and are less likely to commit leniency errors.

5. Rater position in the organisation. The more organisational distance between the rater and the ratee, the less accurate the ratings. i.e. an immediate supervisor is likely to give more accurate evaluations compare with another superior two or three levels above the ratee. Again the more the rater knows about the critical job behaviours, the more accurate are the ratings. Errors due to rater position

in the organisation can be reduced by acquainting raters with the jobs and employees involved.

6. Personal bias. Employee's physical attractiveness, race, ethnic background, level of education, age, social standing in the community, personality, and so on can distort a manager's rating. Even the most conscientious raters may have tendency to rate higher those subordinates perceived as being similar to themselves in terms of biographic background, attitudes, behaviour patterns and so on. Operation of sex-role stereotypes may also distort performance ratings e.g. Adamu may have all the abilities but I certainly cannot tolerate having a male secretary. Or Binta is definitely corporate high potential but I just can't see having her as a senior vice president.

2.6 Implementation of Performance Appraisal Programs.

This involves consideration of who should appraise?; What should be appraised?; When to appraise?; Influence of Unions; and Training of evaluators.

To avoid the risk of personal prejudice appraisal should, if possible, be reviewed by the appraiser's immediate senior and one other person whose work brings him in contact with the individual (Ubeku, 1975, p.241). Hackett (1979,p.98) observed that "performance appraisal

is normally carried out by the job-holder's immediate boss." Nwobi et al (1988,p.9) also found that "ordinarily the assessment is made by the individual's immediate supervisor in the organisation and reviewed by his boss." Appraisals in many organisations are carried out by employees immediate supervisors because except for non supervisory employees it is often assumed that the supervisor is in the best position to observe the employee's or subordinate's behaviour and evaluate this behaviour in light of organisational goals. In recent years many organisations have realised that other parties apart from supervisors can appraise employees performance. These parties include:-

1. Organisational peers of the employees. Peer evaluations have received significant support from many organisations. It appears that appraisals by an employee's work associates yield valuable information about proficiency provided that:-

   (a) there is a high level of interpersonal trust among peers.
   (b) a non competitive reward system exist
   (c) there is high organisational committment
   (d) information about an employee's proficiency is directly available to peers.

   Unfortunately, peer ratings is not popular in many organisations today possibly because only

few personnel administrators are aware of its potential.

2. Subordinates of the employee. Appraisals by a Manager's subordinates, provide managers with an understanding of how their people see them and the behaviours they must change to improve. Unfortunately, many managers today consider appraisals by subordinates to be inappropriate and an undermining of their legitimate position power.

3. The employee himself or herself. Many people do not have faith in employees' self-appraisals because such appraisals are usually inflated because of self-interests. Thus, they are of lower validity. However, they are effective tools for stimulating self-development. Employees are encouraged to think about their own strengths and weaknesses and to establish goals for further improvement.

4. Persons outside the employee's work unit. Nwobi et al (1988, p11) found that evaluations may also be carried out by outsiders i.e external consultants, or specialists from the personnel department especially when promotional decisions are to be made.

5. Customers. Evaluations by customers are particularly improtant in service organisations such as hotels, banks, hospitals, and so on.

What should be appraised?

The proficiency of an employee can be looked at in three different ways:-

1. It can be expressed in terms of the behaviours that the employee exhibits in performing the job.

2. It can be looked at in terms of the tangible results or outcomes that the employee achieves.

3. It can involve ratings of such factors as drive, loyalty, initiative, leadership potential and moral courage.

Ubeku (1975,p.241) said "appraisal should concentrate on results, on what the employee has achieved in the job for which he is paid." According to him trait evaluations, though useful, are of no value in helping employee to do a better job. That traits are usually poorly defined consequently reducing interrater reliability and encourages personal biases in evaluations. Thus, appraisals should focus on the performance of the employee on the job rather than on the employee himself.

When to appraise.

Evaluation of employee's performance in some organisations (e.g. civil service), is done at the end of each year. This, however, is not adequate for the

improvement of the employee's performance on his job. To be effective, "performance appraisals should be a continuous exercise in all organisations and not a once a year or two years exercise. In the office setting performance appraisals should be done at least every six months"(Nwasike, 1987,p.9). What is most essential however, is that performance appraisals whether conducted once or twice a year must be discussed with the employee concerned. The basic aim of performance appraisal is to have a face-to-face dialogue with the employee about his job. In this way, the employee is able to discuss the positive and negative aspects of the job, the reasons for them and gives suggestions on where or how changes could be made.

Influence of Unions.

Unions have been generally opposed to the implementation of formal performance appraisal programs in industry. This is because of the need to safeguard the job security of their members,and their doubts about the reliability and validity of most performance appraisal methods. They favoured the use of seniority as the prime factor in determining promotions, transfers, pay increases and so on.This, of course is against the underlying assumptions of all appraisal systems which reward employees on merit.

To minimise this problem, unions should be constantly involved in the development and review of appraisal instruments.

Training of evaluators.

To solve the problem of human errors in performance evaluation, evaluators must be trained. "Training of the evaluator is very important as the employee must be observed or asked certain questions to which the answers would reveal the intangible need that underlie the employee behaviour" (Nwasike, 1987, p.16).

2.7 Uses of Performance Appraisal

Performance appraisal whether in an open or close system it is an unavoidable part of organisation activity. In modern organisational terminology performance appraisal is required for effective function of a compensation system and is necessary for intelligent allocation of individuals to jobs (Whisler and Harper, 1962). Ugiagbe (1985, p.18) in his article "performance appraisal in the public service" stated that a performance appraisal is very vital to any organization be it public or private. A good performance appraisal:-

1. Enables each officer to increase his output or productivity.
2. Assists an officer to understand his strengths and weaknesses and on the basis of this

propose remedies.

3. promotes an officers better understanding of the way in which he fits into the service and makes him a more effective worker in a team and one whom other superior officers will respect and like to work with.

4. Enables the subordinate's performance to be thoroughly analysed and this in turn determines how an officer will be rewarded.

5. Facilitates the process of rewarding those who contribute most to have promotions into higher positions.

The results of performance appraisals "serve as the basis for regular evaluation of the performance of member of the organisation whether an individual is judged to be competent or incompetent, effective or ineffective, promotable or unpromotable, and so on is based upon the information generated by the performance appraisal system" (Feldman and Arnold, 1983,p.392).

Pigors and Myers (1984,P.289) argued that "systematic performance appraisal has been adopted by many organisations as a means of helping supervisors to evaluate the work of each employee. These appraisals have been used most frequently as a basis for

selecting candidates for promotion to better jobs and for making merit increases in hourly rates or salaries. They are also useful as a check on the success of recruitment, selection, placement and training purposes. In particular,"performance appraisal of probationary employees can help to determine whether they should be retained at the end of the usual 30 or 60 day period for new employees."

Nwasike (1987,pp.10-11) stressed that performance appraisal exercise help to:-

1. provide a basis for improving job performance by
   (a) identifying specific areas for employee improvement.
   (b) developing a mutually agreed upon plan to improve employees performance.
   (c) providing support and specific feedback to the employee increasing the probability that performance will improve.
   (d) gaining commitment and improvement from employees.
2. Provide a flow of information about the performance and developmental needs of employee to enhance future personal decision about job assignment, promotions, transfers

and terminations.

The role of performance appraisal in organisations was further highlighted by Davis (1983,P.474) when he said "performance appraisal is necessary in order to:-

1. Allocate resources in a dynamic environment.
2. Reward employees
3. Give employees feedback about their work
4. Maintain fair relationship within groups
5. Coach and develop employees
6. Comply with equal opportunity regulations."

To Ubeku (1975,p.241) "performance appraisal is not an inquisition, it is a means of developing the employee on the job. From the performance appraisal will emerge the strengths and weaknesses of the employee and on the basis of this appropriate remedial action such as training can be undertaken." He further mentioned that appraisal should be approached with the intention of strengthening the strong points of the employee and enabling him to improve on the weak points.

Levison (1978,p.74) in his article "appraisal of what performance" examined the functions of performance appraisal in organisations and said "performance appraisals

1. Provide adequate feedback to each person on his/her performance.
2. Serve as basis for modifying or charging behaviours toward some more effective working habits
3. Provide data to managers with which they may judge future job assignments and compensation."

Eromosele (1985,p.43) also found that "an organisation is required to appraise the work of its employees because performance appraisal formal or informal lies at the heart of the act of managing. A well organised skillfully executed employee appraisal scheme will bring to focus the strengths and weaknesses of each staff."

Valerie and Stewart (1981,p.3) also discovered that "performance appraisal system is a tool for line managers to enable them to do their job better. It is a means whereby they and the people working for them can learn from experience. Specifically performance appraisal is used for

1. Feedback to employee
2. Salary Review
3. Career Counselling
4. Succession Planning
5. Maintaining equity

6. Hand-over between Managers
7. Avoiding trouble."

Performance appraisals according to Luthans and Martinko (1979,p.245).

1. Provide employees with needed information about their performance.
2. Serve as written records of employee that can be used for performance actions such as promotions, transfers, terminations or wage increases
3. Are important imput in the planning process. They summarise employees achievements and help Supervisors gauge the effectiveness of their plans.
4. Enable employees who are performing well on their jobs to receive recognition for their performance.

Huse (1970,p.138) identified the following uses of performance appraisals:-

1. Work improvement
2. Salary administration
3. Information storage for administrative action.
4. Insolation of training needs
5. Selection of new employees.

Leskovec (1970,p.134) looked at the use of performance appraisals in organisations and said "performance appraisal on a regular basis is an invaluable tool for guiding and counselling employees and encouraging their self-development. Properly administered, the individual performance appraisal is a two-way communication through which employee learns his manager's feelings about his performance, how his performance can be improved, what his future opportunities are, and what he can do to help himself develop professionally. The Manager in turn can more factually determine the reasons for the employee's performance."

In his analysis of the uses of performance appraisals in organisations, Hackett (1979, pp.99-101) found that performance appraisal help to:-

1. Identify training needs and key skills
2. Improve present performance by discovering barriers to effective performance such as domestic problems, bad interpersonal relationships with the department, financial worries and so on and considering how they can be removed.
3. Improving communication and motivation
4. Displinary documentation
5. Determine pay.

Denyer (1980,p.115) concluded that performance appraisals are meant to

1. Review and if necessary amend the details of the subordinate's work and job description.
2. Discuss the subordinate's ambitions for the future
3. Discuss the subordinate's work problems and help him to find solutions to them.
4. Identify the subordinate's deficiency or to help him to recognise them and to discover to what extent training is needed and likely to improve performance.
5. Assess the subordinate's potential possible for some other work and/or for promotion.

2.8. Pre-requsites for Good Performance Appraisal.

For performance appraisals to serve the purposes for which they are intended to achieve·Woolf e.t. al (1985,p.133) said they must be

1. Systematic in the sense that all relevant personnel should be appraised using the same criteria. They should be carried out on a regular basis and all relevant information pertaining managerial and developmental programme should be available.

2. Based on the job being performed rather than personality traits
3. Mutual in that the aim should be a large measure of agreement between the superior and the subordinate. This will improve motivation and reduce the bias and subjectivity associated with the unilateral assesment.
4. Conducted by managers who are trained in appraisal interview.
5. Cross checked by using more than one rater.

The appraisal must be continuous (Nwasike, 1987,p.9).continuous appraisal, alone does more to motivate, encourage, build, train, reinforce, and modify behaviours than any other single action or series of actions that managers might talk.

"Nothing can be so devestating to a person as being allowed to blithely go his or her way for 364 days of the year without a single word of correction or admonition only on the 365th day to receive an official adverse appraisal report" (Udo, 1987,p.46).

Management must ensure that employees have a clear understanding of the performance appraisal, what is expected of the employees before and during

the exercise and how the employee can benefit. Management must stimulate as much interests as possible among employees so that they would be eager and ready to participate. Similarly, management must in their day to day behaviour show genuine interest in their employees and the jobs they perform (Nwasike, 1987,p.11).

Orugbo (1978,pp.24-25) in his article "some human limitations of the open appraisal system" noted that the appraiser must

1. See his role as that of a coach who is willing and able to diagnose the problems and weaknesses of his junior colleagues and sympathetically but steadily lead him (the junior) to achieve the highest levels of performance.
2. Have the courage to enable him tell his subordinates directly those shortcomings which require remedy.
3. Be intellectually broad-minded and where necessary accept and give credit for ideas which come from the subordinate.
4. Be consistent and objective in his ratings.

Hackett (1979,p.109) further stressed that the evaluator must first have a clear picture of:-

1. The job that the employee is required to do, with particular reference to the key result areas.

2. The standards of performance and behaviour expected in relation to the areas to be appraised.

3. The employee's current standards of performance, gleaned from day to day observation, written reports and other tangible evidence such as sales figures, numbers of complaints and information from other managers for when he has worked;

4. The general circumstances surrounding the appraisee and his job performance inside and the outside the department such as problems beyond his control either at work or at home.

5. The strengths on which he feels the employee could build.

6. The weaknesses of the employee's performance that need to be corected.

7. The mechanics of the appraisal system, such as reporting requirements and the arrangements for employee participation and appeal.

8. The general policy of the company as regards training, transfers, promotion, pay and

other matters likely to crop up in relation to particular individuals, together with up-to-date information on what might or might not be available to help the employee and resolve problems.

Udo (1987,p.47) in another submission said"the performance appraisal scheme must have clearly defined objectives, it must be simple not imposing unreasonable work-load and paper-work on managers; there must be open and honest communications between superiors and employees and this means active participation and even in the appraisals scheme design."

It is also important that the appraisal system be valid and reliable. To be valid, it must measure what it sets out to measure. To achieve this important goal, the appraisal must be free from errors. The system must be able to provide a reliable and valid data about the employee's job related behaviour so that in the final analysis equity and fairplay do not only prevail but are seen to prevail. Appraisal cannot be valid without been reliable but reliability is not guarantee for validity.

In conclusion, the appraisal system must be practicable. That is, it's proficiency measures should be acceptable to management and the employees being evaluated.

CHAPTER THREE

3.1 PRESENTATION AND ANALYSIS OF DATA

Two separate questionnaires were developed, questionnaire 'A' for heads of departments and 'B' for their subordinates.

On the whole 204 people completed the questionnaires of these 12 are heads of departments while 192 are their subordinates.

Out of the 204 people sampled, 109 are males while 95 are females. The population of females is smaller than that of males because fewer women were employed in the Local Government Council. This phenomenon could be explained by the fact that women in the Local Government area are forced into early marriages and so do not go to school and work.

The sample population consists of people of varying ages. Table 3.1 below shows age distribution of the population.

Table 3.1: Age Distribution of Respondents.

Age	No	%
Under 25 years	27	13
25 - 30 years	86	42
31 - 35 years	59	29
36 - 40 years	22	11
Over 40 years	10	5
Total	204	100

Source: Field Survey, 1988.

Table 3.1 above shows that out of the 204 people sampled, 27 (13%) were under 25 years, 86 (42%) were between 25 and 30 years, 59 (29%) were between 31 and 35 years, 22 (11%) were between 36 and 40 years old while 10 (5%) were over 40 years. The labour force is quite young with 86 (42%) of them between 25 and 30 years old.

Out of the 204 people sampled, 75 (36%) had teachers' grade II certificates, 50 (25%) were W.A.S.C. holders while 30 (15%) had ordinary diploma certificates. Those who were H.N.D. and N.C.E. graduates were 5(2%) and 20(10%) respectively. 10 (5%) respondents where primary school graduates while 4(2%) were IJMB holders. 10 (5%) had a Bachelor of Arts Degree. Majority of the labour force in Keffi Local Government Council are not educated enough to perform more complex tasks that would enhance the productivity of the organization.

The length of service of the respondents is shown in table 3.2 below:-

Table 3.2: Length of Service of Respondents

Length of Service	No	%
Under 5 years	16	8
6 - 10 years	69	33
11 - 15 years	89	44
16 - 20 years	20	10
Over 20 years	10	5

Source: Field Survey, 1988.

Results of the field survey shown in Table 3.2 reveal that out of 204 people sampled, 89 (44%) have been on their jobs for between 11 and 15 years. 10 (5%) respondents have been on their jobs for over 20 years.

Of the 204 people covered by the study, 185 (91%) mentioned that Keffi Local Government Council has a performance appraisal system. They indicated that the concept of performance appraisal system is not new in the local government. They are familiar with it because they have on one time or the other been evaluated or told of its importance in improving job performance.

Responses to the question on the type of appraisal system operated in the local government indicate that majority of those sampled believe that not all information on the evaluation exercise is revealed to them. Their responses are shown in table 3.3 below.

Table 3.3 : Type of Appraisal System Operated by Keffi Local Government Council

Appraisal Systems	No	%
Open System	52	25
Close System	-	-
Combination of the above	152	75
Total	204	100

Source: Field Survey, 1988

52 (25%) of the sampled population said their local government council operates open appraisal system while

152 (75%) said their local government council operates both open and close system of appraisal. The practice allows employees to see and discuss only a part of the report on them. The other part is hidden from them because as Valerie and Stewart (1981, p.3) observed "when employees are allowed to see everything that is written about them in the appraisal record, they will confuse plans with promises." Lives of appraisers who under rate them may be threatened.

All Heads of Departments included in the sampled were asked to state the objective(s) of performance appraisal system in Keffi Local Government Council. This question was restricted to only heads because they are believed to be part of management concerned with the development of the appraisal instruments. Seven (7) heads of departments identified the following as the objectives of the exercise:-

1. To identify specific areas of employees improvement.
2. To give each employee feedback on his/her performance.
3. To provide data to managers with which they may judge future job assignment and compensation.
4. To improve communication and motivation.

Two (2) other heads however said that performance appraisal was meant to give each employee feedback on his/her performance and three (3) said it was to identify specific areas of improvement. The responses of the seven heads of departments show the important management attached to variety of appraisal objectives.

More than 80% of the sampled population indicated that the appraisal of employees' performances takes place once a year. Table 3.4 shows the responses of employees regarding the frequency of performance evaluation in Keffi Local Government Council.

Table 3.4 : Frequency of Performance Evaluation

Frequency	No	%
1 time a year	166	81
2 time a year	21	10
3 times a year	10	5
More than 3 times a year	7	4
Total	204	100

Source: Field Survey, 1988

166 (81%) of the 204 people sampled said their performances are evaluated once a year. Those who said their performances are evaluated more than three (3) times a year were only 7 (4%).

Most of the non-managerial employees sampled, 128 (67%) explained that performance appraisals are not frequent enough in Keffi Local Government. Hence they suggested

that performance appraisals should be carried out at least twice a year. This would give employees the opportunity to know how well or bad they are doing on their jobs. For performance appraisal to be effective, it should be carried out on a continuous basis, with the results made known to those concerned. The practice as it obtains in Keffi Local Government leaves a lot to be desired.

Out of the 192 employees covered by the study, 149 (78%) said their performances are evaluated by their heads of department, 37 (19%) said their performances are evaluated by their immediate supervisors while 4(2%) and 2(1%) said their performances are evaluated by their organisation peers and subordinates respectively. None of them said his/her performance is evaluated by him/herself. This is because management has no confidence on employee self-evaluation. Records of such evaluations are often inflated because they are subject to self interests.

Of the 192 employees included in the sample, 149(78%) indicated that they were evaluated singly. Those who were evaluated in group were 43 (22%) in number.

Twelve heads of departments were interviewed. Of these eight said they evaluated their subordinates singly. Only 4 of them evaluated their subordinates in group. Group appraisal procedure involves the immediate supervisor together with three or four other supervisors in the evaluation process. This practice is of lesser emphasis in Keffi Local Government Council because it is more costly. Furthermore, it is often difficult to find others

beside the immediate supervisor who are familiar enough with subordinates' performance to serve as group members.

Heads of departments were asked to state the method(s) they used in rating the performances of their subordinates and nine (9) of them indicated that they used merit rating and/or confidential report in evaluating the performances of their subordinates. Only three (3) heads used critical incident and none of them used employee comparison in appraising the performance of subordinates. This could be that the heads of departments do not know anything about employee comparison. Merit rating and/or confidential report is popular in Keffi Local Government Council because it gives overwhelming powers to appraisers.

Eleven (11) of the heads of departments interviewed mentioned that they used the same method in rating the performances of their subordinates. This practice ensures peace and harmony which culminate in improved job performance. Seven heads of departments said they were not trained on the use of the rating format. Only five (5) of them were trained because of lack of training facilities and the fact that training is a very expensive venture.

Majority of the employees sampled, 115 (60%) revealed that they were allowed to see and comment on their appraisals. Seventy-seven (77) of them however

explained that they were denied such participation because of the fear that if they see everything that is written about them they would threaten the lives of appraisers who deliberately under rate them. Ten (10) heads of departments interviewed, indicated that their subordinates were allowed to participate in the discussion of their performance and contribute to the record of their appraisals. The views expressed by most of the employees and the heads of departments show the importance management attached to employees' participation in performance appraisal . The practice minimises frustrations and improves employees' morale as it brings them closer to management consequently making them part and parcel of management's decision making and execution of its targets. This improves job performance.

Seven (7) of the heads of departments included in the sample said there is a Union in Keffi Local Government Council but it was not involved in the development of the appraisal instruments. This was because Unions are often seen by management as instru ments of voilence and thus management has no trust for Unions. This has negative effects on improved job performance.

Out of the 192 subordinates sampled, 165 (86%) indicated that the present appraisal system in used in Keffi Local Government Council points out their weaknesses and/or strengths on their jobs. 27 (14%) subordinates said it does not point out their weaknesses and/or strengths on their jobs. Eight of the twelve heads of departments interviewed revealed that the present appraisal system in used in Keffi Local Government Council points out their subordinates' weaknesses and/or strengths on their jobs.

With regards to feedback on performance, only 35 (17%) of the sampled population reported that employees are not given feedback at all on their performances. 44 (21%) reported that employees are given feedback on their performances only when there is a need. 48 (24%) and 77 (38%) said employees are given feedback on their performances after and during appraisal exercise respectively. The higher percentage points to the fact that timely feedback on performance is the key factor for enhancing the overall effectiveness of organisational point of view. It serves to keep its members behaviour directed towards desired goals and stimulates and maintains high level effort and commitment. It enables an employee to adjust to the requirement of his/her job with minimum loss. Lack of feedback on the other hand could be due to the fact that the appraisal system is purely evaluative, i.e. based on confidential reports.

The significance of feedback on employee's performance is reflected on their responses to a question relating to their reactions when they were told how they were doing on their jobs (see table 3.5).

Table 3.5 Reaction of Subordinates to Feedback On Their Areas of Weaknesses.

What was your reaction when you were told that you were not performing well on your job?	No	%
I was ashamed and tried to improve my performance	50	63
I was annoyed and quarelled with my boss.	6	7
I didn't react to such information	14	18
I disagreed with my boss in some areas.	10	12
Total	80	100

Source: Field Survey, 1988.

Out of the 80 subordinates who responded to the question, 50 (63%) said they were ashamed and tried to improve their performances when they were told that they were not performing well on their jobs. The employees reacted in this way because they considered the information received a challenge. 6 (7%) of the employees were annoyed and quarelled with their bosses because they felt they were not fairly assessed by their superiors. 14 (18%) respondents did not react to such information because they did not attach any importance to it. 10 (12%) of the employees disagreed with their bosses in some areas when they were told

That they were not performing well on their jobs because they felt they were not fairly appraised by their bosses in some areas which they believed they did well.

The respondents were asked to state the action which followed the discussion with their bosses in respect of their areas of weaknesses. Their responses are shown in table 3.6 below.

Table 3.6 : Responses of Subordinates on Action Taken by their bosses in Respect of Their Areas of Weaknesses.

Action	No	%
Appropriate Training	60	77
Change of Jobs	16	20
No action taken at all	2	3
Total	78	100

Source: Field Survey, 1988

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Out of the 78 subordinates who responded to the question, 60 (77%) said they were given appropriate training after their discussion with their bosses in their areas of weaknesses.

16 (21%) of them said they weregiven other jobs to do while 2 (3%) respondents indicated that there was no action taken at all with respect to their areas of weaknesses. This was because of lack of capital. Of the twelve (12) heads of departments interviewed, 8 (67%) said subordinates not performing well on their jobs were trained. This

indicates the importance management attached to training. Training helps employees to do their jobs better.

Regards the question on the type of training facilities provided for the employees, only heads of departments responded. This was because training facilities are provided by management. Most of the heads of departments sampled said employees not performing well on their jobs are given in-service training. Only one said the employees are given on-the-job training. Out of the 30 employees interviewed, 25 said employees not performing well on their jobs are given in-service training. Those who said the employees are given on-the-job training are five (5). The views expressed by most of the respondents show the importance management attached to in-service training. The programme affords management the opportunity of training their employees in other organisations. Although expensive, in-service training is most preferred by employees because of the job security it ensures.

Eight out of the twelve heads of departments sampled, revealed that they recommend two employees annually for training. Four heads recommend three employees. Most of the heads of departments recommend two employees for training annually because training is a very costly venture. Besides, retrenchment might have affected their staff strength so much that they could not release many employees for training annually.

A substantial number of the respondents felt that the training they received was very effective with regards to their job performance. For instance 58 (74%) out of the 78 respondents who answered the question said the training they received over the years in their areas of weaknesses improved their performances on their jobs. 20 (26%) respondents said it did not improve their performances on the job. 11 out of the 12 heads of departments included in the sample stated that the training their subordinates received over the years in their areas of weaknesses improved their performances on their jobs. This indicates that the employees are now able to do their jobs better.

Some of the employees felt that more in-service training would help to improve their performances on the job. Others suggested on-the-job training while 4 mentioned promotion, praises, feedback, bonuses and provision of better tools. The responses of the respondents further explained the importance attached to in-service training.

The responses of subordinates on the type of rewards received in return for their good performance are shown in table 3.7 below.

Table 3.7. Type of Rewards for Good Performance.

Rewards	No	%
Promotion	48	74
Praises	8	12
Bonuses	5	8
Salary Increases	3	5
Others	1	1
Total	65	100

Source: Field Survey, 1988

Results of the field survey shown in table 3.7 indicate that more than 73% of the subordinates who responded to the question said they received promotion in return for their good performance. 8 (12%) received praises while 5 (8%) and 3 (5%) respondents received bonuses and salary increases respectively. One respondent received other rewards. Out of the 12 heads of departments interviewed, 11 revealed that they reward good performance by promotion. Only one head rewards good performance by given salary increases. The opinions of most of the respondents indicate that promotion is the major reward in Keffi Local Government Council. This is because promotion boosts morale consequently resulting in higher productivity. The effect of promotion on employees' performance is shown in table 3.8 below:

Table 3.8 : Effect of Promotion On Employees' Performance.

Effect .	No	%
Improve my performance significantly	35	73
Improve my performance a little	13	27
Did not improve my performance	-	-
Total	48	100

Source: Field Survey, 1988

Table 3.8 shows that more than 70% of the subordinates felt that the promotion they received in return for their good performance further improved their performances significantly.

13 (27%) employees said the promotion further improved their performances a little. Eleven of the 12 heads of departments included in the sample mentioned that the promotion their subordinates received in return for their good performances further improved their performances significantly. The responses of most of the respondents indicate that promotion in Keffi Local Government Council is based on performance. Promotion improves employees morale consequently inducing them towards greater performance.

Majority of the heads of departments used for the study, seven said the appraisal system as a tool for improving job performance in Keffi Local Government Council has been very effective. Five of the heads stated

that it has been fairly useful while none said the appraisal system is not of much help, useless or damaging. This was because the organisation has witnessed significant increases in its output as a result of performance appraisal practices. This achievement was due to interest of bosses in using performance appraisal to improve job performance in the local government. Ten out of the twelve heads of departments interviewed, said they always show interest in using performance appraisal to improve job performance in Keffi Local Government Council. Two of them indicated that they do not always show interests in using performance appraisal to improve job performance in the organisation.

Of the 192 subordinates who filled in the questionnaire form 'B', 102 (53%) revealed that the interest of their superiors in using performance appraisal to improve job performance in Keffi Local Government Council has been very encouraging. 57 (30%) said they need to be encouraged while 21 (11%) and 12 (6%) mentioned that they are not encouraging at all and need complete change respectively. The responses of most of the respondents indicate the importance attached to the role of performance appraisal practices in improving job performance.

3.2 Summary of Findings.

In this chapter the data collected on performance appraisal practices in Keffi Local Government Council was presented and analysed.

Result of the analysis shows that:-

Keffi Local Government Council operates both open and close system of appraisal.

The objectives of the appraisal exercise in the Local Government are:

1. To identify specific areas of employees improvement.
2. To give each employee feedback on his/her performance.
3. To provide data to managers with which they may judge future job assignment and compensation.
4. To improve communication and motivation.

Appraisal of employees' performance takes place once a year. Thus performance appraisals are not frequent enough in the local government. They should be carried out on a continuous basis with results made known to those concerned to enable them know how well or bad they are doing in their jobs.

Evaluation of employees performances is done by heads of departments using merit rating and/or confidential report. The employees are evaluated singly. The heads of departments are not trained on the use of the rating format.

Employees are allowed to see and comment on part of their appraisals. The other part is hidden from them because if they are allowed to see everything that is written about them in the appraisal record they will confuse plans with promises. Lives of evaluators who under rate them may be threatened.

There is a Union in Keffi Local Government Council but it was not involved in the development of the appraisal instruments.

The present appraisal system in used in Keffi Local Government Council points out employees' weaknesses end/or strengths on their jobs.

Employees are given feedback on their performances during appraisal interviews. Feedback enables employees not performing well on their jobs to improve their performances.

Employees not performing well on their jobs were given in-service training and the training they received improved their performances on their jobs.

Only two employees are recommended for training annually.

The major reward for good performance in Keffi Local Government Council is promotion. The promotion employees received in return for their good performance further improved their performances on their jobs.

The appraisal system as a tool for improving job performance in Keffi Local Government has been very effective. The effectiveness of the appraisal system is aidded by the interest of bosses in using performance appraisals to improve job performance in the organisation.

CHAPTER FOUR

4.0 DISCUSSION, SUMMARY, RECO MENDATIONS AND CONCLUSIONS.

4.1 Discussion.

One of the basic steps towards improving job performance in organisations is deciding on the type of appraisal system to operate. This is essential as the type of appraisal system in used in any organisation determines the extent to which job performance could be improved in that organisation. In respect of Keffi Local Government council, the study reveals that it operates a combination of open and close appraisal system.

Open appraisal system was recommended in Chief Udoji's report in 1972 - 1974 to allow officers reported upon to have better assessment of their performances. The system allows employees to see, discuss and contribute to the record of their appraisals. This is expected to improve their morale and productivity. However the problem with open appraisal system as Valerie and Steward (1981,p.3) observed is that "when employees are allowed to see everything that is written about them in the appraisal record, they will confuse plans with promises." Lives of evaluators who deliberately under rate them may be threatened. This seems to be the reason why close appraisal system was introduced in Keffi Local Government Council. The basic principle of close appraisal system is secret evaluation. That is to say officers reported upon are not allowed to see, discuss and contribute to the record of their appraisals. This practice, though

minimises conflicts between appraisers and appraisees, it does not improve employees' morale. A combination of open and close appraisal system is therefore an attempt to minimise the excesses of open and close appraisal systems. The basic problem with the practice is that since employees are not allowed to see and comment on all the records of their appraisals, evaluators tend to rate them high in that part of the appraisal which they see and low in the other part which they do not see. This practice frustrates employees making them unwilling to work harder.

A number of appraisal objectives were identified in the study. Though essential, the objectives alone are not adequate for improving job performance. To be adequate, there must be co-operation between management and employees, job description and analysis. Standards of performance required on the job must be clearly laid down and communicated to the employees. Above all there must be criteria for measuring performance. Ten out of the twelve heads of departments interviewed said there is no criteria for measuring performance in Keffi Local Government. Among the methods of knowing whether an employee has performed or not is through observation of the amount of work done, quality of the work done and the amount of time taken to do it. This method is important but it relies on judgement which is subjective.

Views of respondents on frequency of performance appraisal in Keffi Local Government Council indicate that it is carried out once a year (see table 3.4).

This is not adequate for achieving significant improvement in job performance. Nwasike (1987,p.9) found that "to be effective performance appraisal should be a continuous exercise and not a once a year or once in two years affair. In the office setting, performance appraisal should be done at least every six months." However, while acknowledging the importance of continuous appraisal on employee's performance, one should not ignore the fact that performance appraisal exercises are expensive. They require human, material and financial resources to be carried out effectively.

Seventy-eight percent of the subordinates included in the sample indicated that their performances were evaluated by their heads of departments. Nineteen of them however, mentioned that their performances were evaluated by their immediate supervisors. Evaluation of employees performance by heads of departments though importance it is not adequate for improving job performance unless the employees are directly under their supervision. In Keffi Local Government Council heads of departments exist at distant level and as such do not have clear understanding of how well or bad their subordinates are doing on their jobs. This makes their evaluations to rely on assumptions, quesswork, favouritism and other vices that affect employees' performance. Evaluation of employee's performance can best be done by their immediate supervisors and cross-checked by their heads of departments. Cascio (1978,p.315) observed that "pointing out strengths and weaknesses is a coaching function for the supervisor." Supervisors

have direct contact with subordinates and hence better understanding of their attitudes to work, strengths and weaknesses. Aromire (1984,p.24) stated that "of all the various appraisers, the immediate supervisor is in the best position to observe a subordinate's behaviour and judge the relevance of that behaviour to job objectives and organisational goals."

Seventy-eight percent of the subordinates indicated that they were evaluated singly. This practice is less expensive than group appraisal, i.e. appraisal by two or more raters it enables employees to express themselves freely. In addition, it helps to promote superior-subordinate relationship though prone to bias, leniency, and halo errors.

Most of the heads of departments stated that they used merit rating in evaluating the performances of their subordinates. Eromesele (1985,p.43) found that "the former type of report writing 'confidential report' somehow blends into this system where the criteria used in rating are very often such things as personality traits, or qualities such as drive, initiative, loyalty, co-operation and the like, which may be indicated as A,B,C,D. and E, i.e., Excellent, Very good, Good, Fair and Poor" respectively. The problem with this system is that there is no satisfactory way of quantifying such factors since different people see personality traits or qualities in varying ways, each tending to mean something slightly different and attaching varying degrees of performance to them. In most cases the traits are not relevant to the job and as a result,

uniformity of appraisal is lost. Another problem is the tendency of the appraising manager to go for a middle-of-the-road markingwhich results in average assessment in terms of the overall rating.

To minimise these problems Woolf et al (1985, p.133) said "appraisals must be done by managers who are trained in appraisal interview." Cascio (1978,p.315) noted that "errors can be sharply reduced however through training in both the technical and human aspects of the rating process." Bass and Barrette (1981, p.290) concluded that "serveral studies have demonstrated that even short training periods will decrease leniency errors and halo affect particularly if the training is participative." Seven of the heads of departments interviewed stated that they were not trained in the use of the rating format. This could be due to the expensiveness of the training programme and shortage of training facilities in the Local Government.

About 60% of the subordinates included in the study indicated that they were allowed to see and comment on the record of their appraisals. This improves morale and sense of purpose. However, the extent of employees participation in performance appraisal is limited. About 77% of the employees included in the sample, mentioned that they were not allowed to see and discuss all the records of their appraisals. The reason is that when employees are allowed to see everything that is written about them in the appraisal record, they will confuse plans with promises.

As regards Union participation in performance appraisal, most of the heads of departments interviewed stated that Unions in Keffi Local Government Council are not allowed to participate in performance evaluation because management often sees Unions as instruments of violence.

Eighty-six percent of the subordinates used for the study mentioned that the present appraisal system in used in the local government points out their weaknesses and/or strengths on the job. This is essential because once employees weaknesses have been identified and corrected, their performances will surely improved. However, it is not enough pointing out how well or bad an employee is doing on the job. Performance is improved only when the weaknesses and/or strengths are communicated to him/her. People do not really improve on their results without feedback on their performances. Tagliferri (1977,p.31) observed that "feedback always gives employees a chance to receive daily information on how their performance measures up to company goals." According to Udo (1987, p.46) "feedback has long been hypothesized to be a key factor for enhancing the overall effectiveness of organisational point of view. It serves both to keep its members behaviour directed towards desired goals, and stimulate and maintain high level of effort and commitment." Feedback, regardless of the message it carries, should be given either during or immediately after the appraisal interview. Timely feedback on

performance enables employees to adjust to the requirement of their jobs with minimum loss. The significance of feedback on performance is further seen when about 63% of the employees included in the sample stated that they were ashamed and tried to improve their performances when they were told that they were not performing well on their jobs.

The study also reveals that employees not performing well on their jobs were trained. Training is an important aspect of employees development. It enables employees to up-date their skills on the job but it is expensive. It requires large capital and facilities for many employees to be trained at a time. In Keffi Local Government Council 77% of the employees not performing well on their jobs were trained through in-service programme. In-service training is essential because of the job security and financial rewards it affords. Besides, it affords the Local Government the opportunity of training its staff in other organisations. The basic problem with in-service training is its cost. On effectiveness of the training programme, about 74% of the employees said the training they received over the years in respect of their areas of weaknesses improved their performances on the job.

Table 3.7 shows that there are many rewards for good performance in Keffi Local Government Council but the most significant of them is promotion. 74% of the employees covered by the study revealed that they received promotion in return for their good

performance. Eleven of the heads of departments interviewed explained that they reward good performance by promotion. Thus, promotion is the major reward for good performance in Keffi Local Government Council. Promotion makes employees happy. It boosts morale making employees eager and willing to contribute more to total output. The significance of promotion on employees performance is seen in table 3.8 where about 35 (73%) of the employees indicated that the promotion they received in return for their good performance further improved their performances on their jobs. Promotion is therefore a powerful tool for improving job performance. The problem with promotion is that its emphasis by management has led to the notion that performance appraisal exercises are conducted for promotion purposes only. This is not exactly true because performance appraisals have many uses for which promotion is only one of them.

The effectiveness of any appraisal system in improving job performance depends on the interest of the superiors concerned with its implementation. 53% of the subordinates used for the study indicated that the interest of their superiors' in using performance appraisal to improve job performance in Keffi Local Government Council has been very encouraging. This is essential because many beautifully designed appraisal systems have failed to achieve their desired objectives because of the nonchalant attitudes of their executors.

4.2 Summary of the Study

The topic for this study is "improving job performance through performance appraisal." The aim is to find out how job performance can be improved through performance appraisal.

The study was motivated by one basic observation. It was observed that performance appraisals in Keffi Local Government Council were conducted for promotion purposes only. This was because only letters of promotions were released after the appraisal exercise. Employees were not corrected or told specifically how to improve their performance on their jobs.

To find out how job performance could be improved in the Local Government, related materials were collected and reviewed to ascertain the amount of work done by other educators in the area of study. A survey of performance appraisal practices in the local government was also undertaken by the researcher. Data were collected through questionnaires and oral interviews. Heads of Departments, Union Officials and employees were interviewed to obtain information which the questionnaires could not provide.

Two separate questionnaires were developed, questionnaire 'A' for Heads of Departments and 'B' for their subordinates. All questionnaires were administered by direct contact with respondents after taking permission from the Secretary of the Local Government Council.

Data collected were analysed using percentage method of data analysis. Result of the analysis shows that:

Keffi Local Government Council operates a combination of open and close appraisal system.

The objectives of the appraisal system in the Local Government are:-

1. To identify specific areas of employees improvement.
2. To give each employee feedback on his/her performance.
3. To provide data to managers with which they may judge future job assignment and compensation.
4. To improve communication and motivation.

Evaluation of employees performance in the Local Government takes place once a year.

Employees performances are evaluated by their heads of departments using merit and/or confidential report. Employees were evaluated signly but evaluators were not trained on the use of the rating format.

Employees were allowed to see and comment on a part of their apprailsals. The other part in hidden from them because of the fear that if they see everything that is written about them in the appraisal record they will confuse plans with promises. Lives of evaluators who under rate them may be threatened.

There is a Union in Keffi Local Government but it was not involved in the development of the appraisal instruments. This is because management always seesUnions as instruments of voilence.

Present appraisal system in used in Keffi Local Government Council points out employees weaknesses and/or strengths on their jobs.

Employees are given feedback on their performances during appraisal interviews.

Employees not performing well on their jobs are trained through in-service programme. Only two employees are recommended for training annually and the training they received over the years improved their performances on their jobs.

Good performance is rewarded by promotion and the promotion employees received further improved their performances on the job.

The interest of superior officers in using performance appraisal to improve job performance in Keffi Local Government Council has been very encouraging.

4.3 Recommendations.

Performance appraisal in Keffi Local Government Council should be carried out at least twice a year and before it is done, management must ensure that employees have a clear undertxtanding of it, what is expected of them before and duri ng the exercise and how they can benefit from it. Efforts should be made to stimulate as much interest as possible

among employees so that they would be eager and ready to participate.

2. Evaluation of employees' performances should be done by their immediate supervisors and cross-checked by their heads of departments. Heads of Departments exist at distant level and hence should not evaluate employees' performances unless the employees are directly under their supervision.

3. Merit rating/and/or confidential report as a method for evaluating employees performances should be replaced with management by objective (M.B.O.). M.B.O. allows employees greater discussion of their performances and give suggestions on where or how changes would be made. It brings employees closer to management invariably making them part and parcel of management decision making and execution process.

4. Appraisers should be trained on the use of the rating format. This helps to minimise errors in rating. Cascio (1978, p.315) observed that "errors can be sharply reduced, however through training in both the technical and human aspects of the rating process."

5. Open appraisal system should be adopted in Keffi Local Government Council to allow employees see, discuss and contribute to all the records of their appraisals.

6. Unions should be allowed to participate in the development of appraisal instruments to make the spirit of industrial democracy an inextricable part of the appraisal system.

7. Each department in Keffi Local Government Council should recommend at least three employees for training to further improve job performance in the organization. annually / In addition to in-service training, efforts should be made to ensure that employees are given on-the-job training. Employees should be encouraged to attend and participate actively in conferences and departmental seminars.

8. Management should endeavour to remove the notion often held that performance appraisal exercises are carried out for promotion purposes only. This can be done by introducing and/or emphasising other reward systems such as praises, bonuses and so on;

4.3 Conclusions

This study has examined how job performance in Keffi Local Government Council can be improved through performance appraisal. Data were collected, analysed, and discussed. From the analysis and discussion of the data, it is concluded that:

Clear definition of appraisal objectives and standards of performance required on the job help to improve job performance.

Pointing out employees weaknesses and/or strengths on the job and communicating same to them during or immediately after the appraisal interview could result in improved job performance. Most of the employees stated that they were ashamed and tried to improve their performance when they were told that they were not performing well on

their jobs. Thus, feedback is an important tool for improving job performance.

Training enables employees to up-date their skills consequently making them more effective and efficient on their jobs.

Promotion is the major reward for good performance in Keffi Local Government Council. Promotion raises employees morale making them happy and eager to work harder. Most of the employees used for the study explained that the promotion they received as a token for their good performance further improved their performances on the job. Hence promotion is an indispensable tool for improving job performance.

On the whole recommendations have been given in respect of the problems identified in the study. The researcher feels if these recommendations are implemented effectively and efficiently, job performance will be improved significantly in Keffi Local Government Council.

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Appendix 'A'

QUESTIONNAIRE FOR HEADS OF DEPARTMENTS: FORM A

Department of Business
Administration,
A.B.U.,
Zaria.
Kaduna State.

9th September, 1988

Dear Sir,

The aim of this study is to find out how job performance can be improved through performance appraisal.

Do not write your name on this paper but try your best to answer all the questions below.

All information provided will be used for academic work only.

Thank you.

Yours sincerely,

DAVID I. IJIM
M.B.A. STUDENT.

Please, tick all the appropriate boxes below.

1. Sex (a) Male ☐
   (b) Female ☐

2. Age (a) Under 25 years ☐
   (b) 25 - 30 years ☐
   (c) 31 - 35 years ☐
   (d) 36 - 40 years ☐
   (e) above 40 years ☐

3. Educational Qualification.
   (a) Bachelor of Arts Degree ☐
   (b) Higher National Diploma ☐

(c) National Certificate of Education ☐

(d) Ordinary National Diploma ☐

(e) Grade II ☐

(f) West African School Certificate ☐

(g) Primary Seven ☐

(h) Others specify .....
.....

4. Length of Service

(a) 0 - 5 years ☐

(b) 6 - 10 years ☐

(c) 11 - 15 years ☐

(d) 16 - 20 years ☐

(e) Over 20 years ☐

5. Do you have performance appraisal system in your Local Government?

(a) Yes ☐

(b) No ☐

6. What appraisal system does your organisation operate?

(a) Open System ☐

(b) Close system ☐

(c) Combination of the above ☐

7. What is the objective of your performance appraisal system?

(a) To identify specific areas for employee improvement ☐

(b) To give each employee feedback on his/her performance ☐

(c) To provide data to managers with which they may judge future job assignment and compensation. ▱

(d) To improve communication and motivation ▱

(e) Combination of the above ▱

8. What method of appraisal do you use in rating employees' performance?

(a) Employee comparison ▱

(b) Critical incident ▱

(c) Merit rating and/or Confidential Report ▱

(d) Others ▱

9. Do you use the same appraisal method for all categories of employees in Keffi Local Government?

(a) Yes ▱

(b) No ▱

If answer is no, what other method (s) do you use?

10. How often is your performance evaluation?

(a) 1 time a year ▱

(b) 2 times a year ▱

(c) 3 times a year ▱

(d) More than 4 times a year ▱

11. How do you evaluate your employees?

(a) Single ▱3

(b) In group ▱

12. Do you receive any training on the use of the rating format?

(a) Yes ▱ (b) No ▱

13. Are employees allowed to participate in the discussion of their performance and contribute to the record of the appraisal?

(a) Yes ▱

(b) No ▱

14. Do you have a Union in Keffi Local Government?

(a) Yes ▱

(b) No ▱

If answer is yes, is the Union involved in the development of the appraisal instrument?

(a) Yes ▱

(b) No ▱

15. Does the present appraisal system point out employees' weaknesses and/or strengths on their job?

(a) Yes ▱

(b) No ▱

16. Are employees given feedback on their weaknesses and/or strengths and when?

(a) Yes, during the appraisal interview ▱

(b) Yes, after the appraisal interview ▱

(c) Yes, any time there is need ▱

(d) Not at all ▱

17. Are employees not performing well on their jobs trained?

(a) Yes ▱

(b) No ▱

18. What training facilities do you provide for the employees?

(a) on-the-job training ▱

(b) inservice training ▱

(c) departmental seminars ▱

(d) Others ▱

19. How many employees do you recommend for training annually?

.....

20. Does the training your employees received over the year improved their performances on the job?

(a) Yes ▱

(b) No ▱

21. How do you reward good performance?

(a) By promotion ▱

(b) By given pay increases ▱

(c) By given bonuses ▱

(d) By given praises ▱

(e) By given other rewards ▱

22. Does the reward your employees received in question 21 improve their performance on their jobs?

(a) Yes ▱

(b) No ▱

23. How would you describe your appraisal system as a tool for improving job performance in Keffi Local Government?

(a) Very effective ▱

(b) Fairly useful ▱

(c) Not much help ▱

(d) Useless ▱

(e) Damaging ▱

24. Do you always show interest in using performance appraisal to improve job performance in Keffi Local Government?

(a) Yes ☐

(b) No ☐

25. Please, what other information do you think will help to improve job performance through performance appraisal?

.....

.....

Thank you.

Appendix B

EMPLOYEES' QUESTIONAIRE: FORM B

Department of Business Administrati
A.B.U.,
Zaria,
Kaduna State.

9th September, 1988

Dear Sir,

This research is aimed at finding out how job performance in Keffi Local Government can be improved through performance appraisal.

Do not write your name on this paper but feel free to provide answers to all the questions raised.

All informations provided will be for academic work only and hence will be strictly confidential.

Thank you.

Yours sincerely,

DAVID I. IJIM
M.B.A. STUDENT

please, tick all the appropriate boxes below:

1. Sex (a) Male ☐
   (b) Female ☐
2. Age (a) Under 25 Yrs ☐
   (b) 25-30 years ☐
   (c) 31-35 years ☐
   (d) 36-40 years ☐
   (e) over 40 yrs ☐

7. Do you think performance appraisal are frequent enough in Keffi Local Government?

(a) Yes ☐
(b) No ☐

If answer is no, how many times do you think will be most adequate for the Local Government?

.....

8. Who evaluates your performance?

(a) Head of department ☐
(b) Supervisor ☐
(c) Organisation peers ☐
(d) Subordinate ☐
(e) Self ☐

9. How were you evaluated?

(a) Singly ☐
(b) In groups ☐

10. Where you allowed to participate in the discussion of your performance and contribute to the record of the appraisal?

(a) Yes ☐
(b) NO ☐

11. Does the present appraisal system in use in Keffi Local Government point out your weaknesses and or strengths on your job and when?

(a) Yes ☐
(b) No ☐

If answer is Yes, are these weaknesses and/or strengths communicated to you?

(a) Yes, during the appraisal interview ☐
(b) Yes, after the appraisal interview ☐
(c) Yes, any time my boss thinks there is a need for it ☐
(d) Not at all ☐

12. What was your reaction when you were told that you were not performing well on your job?

    (a) I was ashamed and tried to improve my performance . ☐

    (b) I was annoyed and quarrelled my boss ☐

    (c) I didn't react to such information ☐

    (d) I disagreed with my boss in some areas ☐

13. What action followed the discussion with your boss in your areas of weaknesses?

    (a) Appropriate training ☐

    (b) Change of Jobs ☐

    (c) No action taken at all ☐

    (d) Others ☐

14. Did the action taken in question 13 improves your performance on your job?

    (a) Yes ☐

    (b) No ☐

15. If answer to question 14 is yes, was the action sufficient for your effective and efficient performance on your job?

    (a) Yes ☐

    (b) No ☐

16. If answer to question 15 is no, what further action do you think will help to improve your performance on your job?

    .....

    .....

17. What reward followed the discussion with your boss in yur areas of good performance?

(a) Promotion ☐

(b) Praises ☐

(c) Bonuses ☐

(d) Salary increases ☐

(f) Others ☐

18. What is the effect of the reward you received in question 17 on your performance?

(a) improve my performance significantly ☐

(b) Does not improve my performance at all ☐

(c) Improve my performance a little ☐

19. Are you informed about the importance of performance evaluation?

(a) Yes ☐

(b) No ☐

20. How would you assess the interest of your boss in using performance appraisal to improve job performance in Keffi Local Government?

(a) Very encouraging ☐

(b) Not encouraging at all ☐

(c) Need to be encouraged ☐

(d) Need complete change ☐

21. Please, what other information do you think will help to improve your performance on the job?.....
.....
.....

Thank you.