An Appraisal of Selected Nigeria Firm's Approach in Implementing Performance Appraisal System in Their Organization.

Owobu Joshua Mark

Abstract— The key purpose of a Performance Appraisal System is to evaluate how well the employees performed during the year. It evaluates employee performance in line with the company's goals and objectives, which help the company, identify and categorize employees. This, in turn, helps the company devise suitable development plans and training programs for the employees. Many performance management and appraisal systems come with diverse features, but that does not always make it effective. Certain features fix up together can make an effective performance appraisal system. The article focused on An Appraisal of Selected Nigeria Firm's Approach in Implementing Performance Appraisal System in Their Organization. The aim of this article is to look at the present approach adopted by various organization in implementing Performance appraisal system and proffer a better approach that is devoid of any form of bias for the good of both the workforce and the organization. The study used a qualitative research method and collected data through questionnaire and interviews. The sample consists of one hundred participants drawn from five multi-national corporations in Nigeria. The data gathered were reviewed against the literature on the subject. Descriptive analysis was used to analyse the data. The paper concludes that, if the managements of organizations can strictly adopt the right approach in implementing performance appraisal, it will help companies and their employees achieve organizational success and growth.

Index Terms— Appraisal, Employee, Management, Performance.

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1. INTRODUCTION

Performance appraisal can be defined in a simple term as a quarterly or annual evaluation of employee performance and productivity against company goals and objectives. It is the process of assessing an employee for their work throughout the year. An immediate manager, who during the appraisal process, goes over the employee's achievements, performance, areas that need improvement, usually conducts it and helps chart out the way forward. The purpose of the appraisal is to help each employee succeed. The results of the appraisal can help determine promotions and raises or gauge areas where an employee needs to improve their skills.

Performance appraisals is a part of performance management process. Performance Management focuses on directing employee energy toward achieving strategic organizational goals (Gerrish, 2016; Moulder, 2011). Performance Management is a process that focuses on the contributions of managers and employees working to achieve corporate objectives (Mone, London, & Mone, 2018). Performance appraisal is one of the functions of human resources managers. Obisi, 2011, opined that the incapability of organizations to design and institute effective performance appraisal mechanism hinders the organizations competitive advantage which is fundamental for the achievement of employees' and organizational objectives. An effective management style is essential in the successful implementation of Performance Management, especially the visible attitude of being willing to share information (Du Plessis & Van Niekerk 2017). The role of Line managers is essential in the Performance Management process that is necessary for organizational effectiveness. Performance management is a continuous communication process between employees and line managers aimed to unleash employees' potentials and improve organizational effectiveness. Armstrong, 2017, stated that Performance management is a holistic and logical variety of human resource management practices that collectively encourage and contribute, to the improvement of organizational effectiveness.

An effective performance appraisal system helps improve employee performance and provides reliable data that helps management make the right decisions.

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Some features that if put together can make an effective performance appraisal system includes clear appraisal objectives, appraisal matching the company's needs, continuous feedback, managers seeing their self as mentors, well defined performance criteria.

Reviewing employees' performance and keeping them motivated involves doing a lot of things right. These includes coaching for Managers, Performance Previews rather than Performance Reviews, Train employees to monitor their performance themselves and work towards getting the feedback they need, Bottom-up Appraisals etc.

1.1 Statement of the problem

Though performance appraisal system is considered as a helpful management strategy in improving employee performance and providing reliable data that helps management make the right decisions, and is critical to the achievement of employees' and organizational goals, some managers of human resources are either not familiar with the various processes and techniques that are currently available, or find it challenging in Implementing performance appraisal in their respective organization. It is against this background that this research attempts to systematically explore the nature, process and rationales for performance appraisal and proffer better solutions for understanding and best practice.

1.2 Research Question

The study aimed to provide answers to the following questions;
1. How clearly do employees understand the purpose and outcome of the Performance Appraisal process?
2. How frequent do they receive feedback and is the feedback clear enough
3. Are human resources managers' knowledgeable of the various performance appraisal technique available at their disposal?
4. Do performance appraisal actually contribute in achievement of employees and organizational goals?

1.3 Research Objectives

The aim of the study is to critically investigate and appraise the selected firm's approach in implementing performance appraisal system in their organization and proffer a more suitable approach/technique that is peculiar to their operations.

The specific objectives of the study are:
1. To find out the current practice in each of the selected organization
2. To educate the management of the diverse available performance appraisal technique and their peculiar nature, strength and weakness (Advantages and Disadvantages).

3. To proffer a more suitable approach of implementing performance appraisal in each organization.

2. LITERATURE REVIEW

2.1 Performance Management Systems in Organizations

Armstrong (2006), defined performance management as "a systematic process for improving organisational performance by developing the performance of individuals and teams". Similarly, De Nisi and Pritchard (2006) opined that performance management is a broad set of activities aimed at improving employee performance. According to Lockett, 1988, the essence of performance management is the development of individuals with competence and commitment, working towards the achievement of shared meaningful objectives within an organisation that supports and encourages that achievement.

Franco-Santos and Otley, 2018; Gerrish, 2016 are of the view that Organizations are institutional arrangements that allow a group of people to pursue a common goal, with a clear division of tasks and responsibilities amongst members of the organization. An organization has systems of authority, different positions and control with an influence on organizational performance (Frederiksen, Kahn, and Lange, 2020; Gerrish, 2016). There is need for every organization to design a system to monitor the contributions of employees and business units to the intended organizational goal. Franco-Santos and Otley, 2018 suggested that when designing a Performance Management System, its ethical framework should be considered due to different components that need to be simplified for accuracy.

2.1.1 Theoretical Foundation of Performance Management

In the context of performance management, the principal theoretical foundation is social psychology. There are several dynamic theories that support the concept of performance from the social psychology theory point of view. These include the goal-setting theory (Latham and Locke, 1979); expectancy theory (Vroom, 1964); equity theory (Adam, 1963); self-efficacy theory (Bandura, 1982); two-factor motivation theory (Herzberg, et al., 1959); procedural justice theory (Thibaut and Walker, 1975) and reinforcement theory (Hull, 1951). Expectancy theory, proposed by Vroom in 1964, also known as the valence, instrumentality and expectancy (VIE) theory. Vroom realised that an employee's performance is based on individual level factors, such as personality, skills, knowledge, experiences and abilities. The theory suggests that, although individuals may have different sets of goals, they can be motivated if they believe that there is a positive correlation between effort and performance, and that favourable performance will result in a desirable reward. The reward will eventually satisfy the need and the desire to

satisfy the need is strong enough to make the effort worthwhile.

2.2 Concept of Performance Appraisal in an Organization

Carrol and Scheider, 1982, defines Performance appraisal as "the process of identifying, observing, measuring, and developing human performance in organization". Performance appraisal process is part of the performance management system. In the view of Aswathappa (2002), performance appraisal is the assessment of individual's performance in a methodical way, the performance being measured against such factors as job knowledge, quality and quantity of outputs, initiatives, leadership abilities, supervision, loyalty, co-operation, judgement, veracity, health etc. He posited that the assessment ought not to be restrained to past performance alone but also include the potentials of the employee for future performance. According to Grote (2002), Performance appraisal, is a formal management system that provides for the evaluation of the quality of an individual's performance in an organization. Randal, 1981 defines Performance appraisal as formal, structured system of measuring and evaluating an employee's job related behaviours and outcomes to ascertain how and why the employee is presently performing on the job and how the employee can perform more successfully in the future so that the employee, organization and society mutually benefit. In general, performance appraisal serves four objectives: development use, administrative use or decision, organizational maintenance and documentation. Performance appraisals are said to lose much of their value if they are not done effectively (Bird, 1998; Analoui, 2002).

The attributes of performance appraisal include:

a) **A process**: It is not a single activity but rather a process that involves series of steps or acts.

b) **Systematic Assessment**: It is a methodical assessment of an employee's strength and weakness in the context of the given job.

c) **Main objective**: Its primary objective is to ascertain how well an employee is doing for the organization and the improvement needed in him.

d) **Scientific Evaluation**: It is an objective, unprejudiced and scientific evaluation through similar measure and procedures for all employees in a formal manner.

e) **Periodic Evaluation:** It occurs at certain interval through the person's history of employment. It could be quarterly, six monthly, annually etc.

2.3 Techniques/Methods of conducting performance appraisal

Performance appraisals are critical to the success of any organization. The performance appraisal method an organization choose will depend on the goals and the structure of its business; the right one can help the organization improve performance and provide growth opportunities across the organization. There are several methods or techniques of performance appraisal, generally these methods are categorized into two group namely; Traditional Techniques and Modern Techniques.

I. **Traditional Techniques**

1. **Check List**: In this technique, a list is prepared containing various work related statements on the trait of the employee and his jobs such as quality of work, speed, etc. The assessor indicates the individual performance by checking yes or no squares to various statements. After the checking, the assessor forwards the list to the human resources department for the actual evaluation of the employee. That means that what the appraiser does is the reporting while the human resources department carries out assessment. The human resources department assigns certain points to each Yes checked and calculate the total score based on the number of Yes. The main advantages are the simplicity, convenience, less time consuming, and less expensive. The disadvantages include assessor's bias, use of personality criteria instead of performance criteria, misrepresentation and improper weight.

2. **Confidential Reports:** This is an old and traditional method of appraising employees. It is a report on the subordinate's strengths and weaknesses. The confidential report is used for a variety of personnel decisions such as transfers, promotions etc. This is a poor method of performance appraisal, as it does not provide proper feedback to the employees.

3. **Critical Incident Method:** In this method, the evaluator records important incidents involving the employee. If the employee performs well in such incidents, then he or she is rated high scores and vice-versa. One of the merits of this method is that assessment is based on tangible job behaviour. Besides, the method has description in support of particular rating of an employee. The method also reduces the tendency of prejudice, if the appraiser records incidents throughout the rating period. Furthermore, this approach can augment the chances that the workers will improve since they learn more accurately, what is expected of them. The limitation of this method as identified by Elmer and Robert (1982) include overtly close monitoring may result; incident recording is a task to the supervisor and may be put off and easily forgotten; negative incidents are generally more conspicuous than the positive ones; managers may unload a series of complaint about incident during an annual performance review session. The feedback may be

too much at one time and therefore appear as a sanction to the appraiser.

4. **Ranking Methods:** Ranking methods offer convenience to evaluate performance and they are less time consuming. Various ranking methods are often used to evaluate the performance of the employees. The ranking methods used are :

   a. Simple ranking method.
   b. Alternation ranking method.
   c. Paired comparison method.

5. **Graphic Rating Scale (Paterson, 1922):** In this method, the evaluators used a graphic scale to appraise certain specific factors such as quality of work, quantity of work, dependability, etc. The graphic scale method is simple to understand, easy to conduct and less time consuming. However, there is lot of paper work and there are chances of evaluator being bias.

6. **Narrative Essay:** The simplest method is the narrative essay. In this, the evaluator describes in detail an employee's strengths and weaknesses, and potential, together with suggestions for improvement. If essays are well written, they can give detailed feedback to the subordinates in respect of their performance. The essay process is time consuming because the appraiser has to assemble the indispensable information to develop the essay and he must write it. It also depends on the evaluator's recollection power. A challenge with the method is that the appraised may be scored on the quality of the evaluations that they give. The quality standard for the evaluation may be unduly influenced by appearance instead of content. Therefore, high quality evaluation may offer little vital information about the worker's performance.

II. Modern Techniques:

1. **Management by objectives (MBO):** This method is an approach that focuses on improving an organization's performance across the board by articulating clear objectives for the business. The entire team, both management and employees, sets those objectives. In this approach, an employee and manager work together to identify and plan goals for the employee to reach, usually within a specific period. The manager and employee then meet regularly to discuss the employee's progress and make any adjustments necessary toward the goals and objectives. It was Peter F. Drucker who first gave the concept of management by objective (MBO) to the world in 1954 in his book entitled the Practice of Management. Drucker conceived MBO as a management philosophy that values and utilizes employees' contributions. MBO has been criticized as not being applicable to all jobs in all organizations for the reason that job with little or no

elasticity like an assembly- line work is not attuned with MBO. Mathias and Jackson, 1982 opined that It seems to be most useful with managerial personnel and employee who have a fairly wide range of elasticity and self-control in their task.

2. **360-degree feedback:** The 360 degree feedback method is designed to get feedback from all the key players an employee impacts in their daily activities. Managers and supervisors, peers, subordinates, and even clients and customers. The employee also completes a self-evaluation. This method is highly regarded because multiple people are involved in evaluating the employee's performance. Organizations typically collect this feedback through an online questionnaire or form.

3. **Behaviorally anchored rating scale (BARS) (Smith and Kendall, 1963):** BARS is "a measuring system which rates employees or trainees according to their performance and specific behavioral patterns." This is considered one of the most effective modern methods of performance appraisal because it relies on both quantitative and qualitative forms of measurement. In this approach, the employer compares each employee's performance with specific behavioral examples that are anchored to numerical ratings. The appraiser has to designate which behaviour on each scale that best describes a worker's performance. BARS were developed to afford result, which subordinates could utilize to enhance performance. The method helps to surmount rating errors and superiors would feel contented to communicate the result to the appraised workers. Nonetheless, the method has problem of distortions that is instinctive in most ranking systems. The behaviours used are activity inclined instead of result leaning. The method may not be cost-effectively feasible given that each job grouping requires its own BARS.

4. **Psychological appraisal:** This approach to performance appraisal attempts to evaluate how an employee might perform in the future rather than assessing how they have performed in the past. A qualified psychologist conducts in-depth interviews, psychological tests, and private conversations to assess an employee. The psychologist analyzes components such as interpersonal skills, cognitive abilities, intellectual traits, leadership skills, personality traits, emotional quotient, and other factors. This approach is sluggish and expensive and consequently it is normally required for intelligent young members whom, others suppose may have great potential with the organization. Some employees resist this style of appraisal principally, if cross-cultural differences exist, because the quality of the evaluation lies largely on the skill of the psychologists.

5. **Assessment center:** In the assessment center method, an organization tests its employees on both job capabilities and social interaction skills. Written tests help evaluate ability, while situational exercises and role-playing scenarios assist with determining an employee's likelihood of success in carrying out responsibilities that are part of their day-to-day role. The attributes measured in a typical assessment centre include mental vigilance, potency level, self-assurance, organizational and planning faculty, convincing ability, communication competence, concern for the sensitivity of others, management aptitude, innovativeness, opposition to stress, assertiveness, decision making and ingenuity. A well-organized assessment centre can achieve better forecast of future performance and progress than other methods of performance appraisal. In addition, assessment centre method is associated with high-level reliability, content validity and predictive validity. The test can help in preventing wrong people from being employed, or promoted. Assessment-centre test precisely states the standard for selection and promotion. The drawback with this method is that it is expensive. The workers for assessment are not only away from job but also the organization spends for their traveling and lodging. Moreover, the assessors are more often than not company managers who are assigned to assessment centre for short duration. Psychologists and human resource specialists who manage the centre and as well make assessment often assist these managers. Accordingly, this method is cost-effective only in large company. Moreover, assessment centre workers are often influenced by subjective elements, such as candidate's personality. Evaluators tend to assess the quality of the employee's social skills instead of the quality of decision the employee makes. The employee's interpersonal skill seems to deeply affect the rating. Assessment centre approach also involves hazard that include examination taking syndrome and possible unfavourable impact on those not chosen to participate in the exercise. A poor report can have demoralizing effect on employee who was once an asset. Other challenges include difficulty of conducting the test frequently, strong and unhealthy sense of competition among the appraised workers, and the likelihood of overemphasizing the test performance.

6. **Role Analysis**: Role analysis is a process of analyzing the role of a manager in relation to roles of other managers or members who are affected by his performance. The role set members can conduct performance appraisal of the focal role. The focal role can make necessary changes to improve his performance.

7. **Human Resource Accounting (HRA)**: HRA deals with cost of and contribution of human resources to the organization. The cost of the employee includes cost of recruitment, selection, induction, training, compensation, etc. Employee contribution is the money value of employee service provided to the organization. Employee performance can be taken as positive when contribution is more than the cost and vice-versa.

Traditional methods tend to measure an employee's past performance and focus on assessing employee personality traits such as initiative, dependability, and leadership potential while modern methods weigh job achievements more heavily, regardless of the employee's personality traits, which is considered a less biased approach.

2.4 Feedback System

The information reflecting past performance and results and given by the manager to the employee is called feedback. Feedback improves effectiveness and helps in decision making within the organization. The feedback directs the individual to the organization missions and objectives. The direct communication between supervisor and the employee (subordinate) is one of the most critical parts of the appraisal process. The feedback mechanism in performance appraisal process encourages performance improvement because it points out areas where employees need to improve their performance. The success of the feedback depends on the acceptance of the process. The recipient must see the source of the feedback as being trustworthy, credible, reliable, objective and properly motivated. The satisfaction with the performance appraisal is an indication of the degree to which subordinates are satisfied with the process and the feedback they have received. It serves as a report of the accuracy and fair evaluations of the performance. If perceived unfair, the feedback can cause behavioural changes such as absenteeism, lack of cooperation, lack of focus on priorities, unhealthy competition and even can cause staff turnover.

2.5 Rewards for Performance

Expectancy theory specifies the need to tie performance outcomes to rewards which are valued by employees. Expectancy theory is generally supported by empirical evidence (Tien, 2000) and is one of the most commonly used theories of motivation in the workplace (Mitchell and Biglan, 1971; Heneman and Schwab, 1972; Campbell and Pritchard, 1976). Expectancy theory has been the principal framework used to explain the motivational force in the specific case of performance-related pay. This is in accordance with Mabey and Salaman (1995, p. 190) who stated that "expectancy theory hypothesises that it is the anticipated satisfaction of valued goals which causes individuals to address their behaviour in a way which is most likely to lead to their

attaining them".

3. METHODOLOGY

The methodology used for the study is both qualitative and descriptive. Primary and secondary sources of data collection were used. The secondary data were obtained from journals, books, periodicals, internets publications and conference papers written by scholars and experts in human resources management. The primary data were obtained with questionnaires and oral structured interviews. The questionnaire were composed in a brief and appropriate language to avoid ambiguity and to attract respondent's interest. It was distributed to seventy-five employees made up of fifteen (15) shop floor workers from each of the five surveyed firms. The oral structured interview was administered to twenty-five selected departmental or sectional head, which include the human resources managers. Five (5) of them were drawn from each of the five (5) surveyed firms.

3.1 Research Design

Five multi-national corporations in Nigeria were surveyed in this study. A total of one hundred (100) respondents comprising fifteen (15) shop floor employees and five (5) departmental or sectional head, which include the human resources managers from each firm were interviewed (questionnaires and oral structured interviews). The data obtained from both secondary and primary sources were subjected to descriptive analysis. The aim of these interviews was to get a comprehensive and at the same time, deep understanding of the approach adopted by the selected firms in implementing performance appraisal system in their organization and proffer a more suitable approach/ technique that is peculiar to their operations. The results and findings from the interviews were thereafter analysed.

The interview questions where framed around specific themes such as:

- How do organizations effectively use performance appraisals to improve individual job performance, and what are the limitations inherent in the use of various appraisal systems?
- What practices ware used in the performance appraisal process?
- How do managers give effective feedback to subordinates?
- How do organizations choose the best appraisal system for their organization?
- How do managers and organizations use incentives and rewards effectively to secure the best possible performance from employees?

Adding to the structured data, was unstructured data represented by data collected from documents provided by the departmental or sectional heads and the human resources managers such as procedure manual, work instructions, standard operating procedure etc.

3.2 Method of Data Collection

The following methods of data collection was use in the study:

a. Questionnaire
b. Oral structured interview.

The research questionnaire was a structured one and was distributed to seventy five (75) respondents that comprises of fifteen (15) shop floor employees in each of the five surveyed firms. It was intended to extract information from the ordinary employees who are at the shop floor (operations personnel) to get their view on the subject. They ware advice not to indicate their names on the questionnaire, for confidentiality. Also because of their large numbers, one on one (personal) interview with them would be difficult and may obstruct the company's operations.

Furthermore, the oral structured interview was administered to five (5) selected departmental or sectional head, which include the human resources managers in each of the five (5) surveyed firms in Nigeria. This is because the departmental heads and human resources managers are the main initiators, evaluators and implementers of the process at such a one on one (personal) discussion with them will give a better insight to the current practice in the organizations.

4. DISCUSSION OF FINDINGS

This chapter will present the findings from the five companies that were survey in the course of the research, findings from the interview and observations will be presented to show the current state in the companies. The chapter begins by interpreting the primary literature, followed by the current state in the surveyed companies and finally the researcher's viewpoint.

4.1 Discussion

Below is the questionnaire that was distributed to the shop floor workers for their individual response. It contains twenty (20) questions.

QUESTIONNAIRE ON PERFORMANCE APPRAISAL
NAME: ....

DESIGNATION: ....

NAME OF COMPANY..

GENDER: ……………....MALE ☐   **FEMALE** ☐

CONTACT NO. (Optional): …………………………

Q1. In your Opinion what is Performance Appraisal?
a. Evaluation of Employees
b. Promotion of Employees
c. Job Satisfaction of Employees
d. Motivation

Q2. How frequent is, Performance Appraisal conducted in your Organization.
a.   Monthly
b.   Quarterly
c.   Yearly
d.   others

Q3. Is there any conflict arising between employees after the completion of performance appraisal?
a.   Frequently
b.   Sometimes
c.   Never

Q4. Are there any job expectations established before performance appraisal?
d.   Yes
e.   No
If yes, please state

Q5. Who rates the Performances?
a.   Superiors
b.   Subordinates
c.   Clients
d.   All

Q6. On what basis performance appraisal is evaluated?
a.   Total output
b.   Behavioral efficiency
c.   Both

Q7. Does any change arise after appraising the performances of employees?
a.   Yes
b.   No
If yes, how is it?
a.   Positive
b.   Negative
c.   Both

Q8. Do you receive any increment in your salary after performance Appraisal?
a. Yes
b. No

Q9. Do you think that performance Appraisal help to provide an atmosphere where all are encouraged to share one another burden?
a. Yes
b. No

Q10. Do you think performance appraisal helps people set and achieve meaningful goals?
a. Yes
b. No

Q11. Do you think performance appraisal give constructive criticism in a friendly and positive manner?
a. Yes
b. No

Q12. Do you think that the performance of employees improves after the process of performance appraisal?
a. Yes
b. No

Q13. Do you think performance appraisal improves motivation and job satisfaction?
a. Yes
b. No

Q14. Is the top-level management partial in Performance Appraisal
a. Yes
b. No

Q15. Do you think performance appraisal helps to change the behavior of Employees?
a. Yes
b. No

Q16. In your opinion, the Performance Appraisal system of your organization is related to which of the following?
a. Retention of Employees
b. Recruitment System
c. Organizational Culture
d. Motivation

Q17. After every appraisal process, are you given a Feedback?
a.   Yes
b.   No

Q18. Are you Satisfy with the feedback you got from your last Appraisal?
a.   Yes
b.   No

Q19. Is there anything you need to improve your Performance, if yes, please state?

Q20. What will you do differently to improve the performance of employees if given the opportunity?

The essential questions that the selected departmental or sectional head and the human resources managers were asked during the interview to provide detailed responses of their organization's practice of performance appraisal are, as follows:

1.   What major challenges do you face in your role as an evaluator when appraising your personnel's and how did you manage them?
2.   As a departmental head or HR manager that will be responsible in evaluating those under you, how do you get your subordinates to know their daily tasks in order to achieve the company's objective?
3.   What are the key performance indicators that you watch out for in your employees?
4.   How would you ensure that employees are treating customers well?
5.   As a departmental head or HR manager that will be responsible in evaluating those under you, give some factors to consider when assigning duties to your employees.

6. What is your view on the best approach to performance management?
7. How frequently should feedback be provided?
8. Do employees get the feedback they need, when they need it?
9. Is there any conflict arising between employees after the completion of performance appraisal?
10. Does any change arise after appraising the performances of employees?   If yes, how is it?

4.2 Findings

This section will give brief explanation of the current happenings in the surveyed companies by giving answers to the questions asked during the interview with respondents from the two companies. The section is presented in two, namely: Findings from questionnaire distributed to shop floor workers and from interview with departmental heads and HR managers.

a. **Findings from Questionnaire Distributed to Shop floor Workers.**

The questionnaires were distributed to seventy-five employees, fifteen from each of the five companies that were surveyed. Surprisingly, all the seventy-five employees returned the questionnaire, when ask why, it was discovered that the employee are interested in the research because they considered it a major challenging issue in their various organization and there is need in playing their part to address it.

1. Fifty-four respondents (72%) regards Performance Appraisal as a means of Evaluation and Promotion of employees, eighteen respondents (24%) see it as a means of Motivation while three respondents (4%) see it as a means of Job Satisfaction of Employees.
2. The entire seventy-five respondents (100%) from the five firms indicated that Performance Appraisal is conducted in their organization yearly (once every year).
3. The entire seventy-five respondents (100%) indicated that there is frequent conflict arising between employees after the completion of performance appraisal.
4. Respondents from three of the surveyed firms indicated "Yes" meaning that there are job expectations established before performance appraisal in their firms while respondents from the other two firms indicated "No" meaning that job expectations are not established before performance appraisal.

Those that indicated that there are job expectations listed the following as the expectations; **Timeliness, accuracy, Initiative, Creativity and innovation, Consistency, etc.** Some of the employees from the two other firms were called upon for further statement on the issue, they further stated that there is no specific job expectations before performance appraisal rather activities are allocated to them as it comes but no clear goals other than to complete the job.

5. All respondents indicated that their superior those the rating.
6. The entire seventy-five respondents (100%) indicated that performance appraisal is evaluated in their firms base on both Total output and Behavioral efficiency.
7. The entire seventy-five respondents (100%) indicated "Yes" meaning that there are changes arising after appraising the performances of employees. They all indicated that the changes are both positive and negative.
8. Twenty-four respondents (32%) indicated that they receive increment in their salary after the last performance Appraisal conducted in their firm while fifty-one (68%) employees indicated that they did not receive salary increment.
9. Sixty respondents (80%) indicated "Yes" meaning that performance Appraisal help to provide an atmosphere where all are encouraged to share one another burden while fifteen respondents (20%) indicated "No" meaning that performance Appraisal do not help to provide an atmosphere where all are encouraged to share one another burden. When call upon to some of the respondent for further enquiry on the issues, those that indicated "No" are of the view that it create an atmosphere of rancor among employees and makes individual tend to be personal in the pursuit of their own burden.
10. Sixty respondents (80%) indicated "Yes" meaning performance appraisal helps people set and achieve meaningful goals while fifteen respondents (20%) indicated "No" meaning performance appraisal do not help people set and achieve meaningful goals.
    Call was initiated to some of those that are of the view that performance appraisal do not help people set and achieve meaningful goals. Their reason was that even if they set goals for themselves and work very hard to achieve their set goals, the evaluators always have reasons to rate them low thereby demoralizing them and making them not to see any reason to put more effort next season.
11. Twenty-seven respondents (36%) indicated "Yes" meaning performance appraisal gives constructive criticism in a friendly and positive manner while Forty-eight respondents (64%) indicated "No" meaning that performance appraisal do not gives constructive criticism in a friendly and positive manner.

Call was initiated to some of those that are of the view that performance appraisal do not gives constructive criticism in a friendly and positive manner. Their reason

was that majority of the evaluators sees their selves has superiors over them, at such in given feedback or criticizing them during the appraisal feedback, they talk to them unprofessionally laying more emphasis on their failures and less emphasis on their strength. This act demoralize the employees that some of the employee even opt for change of department while some decides to resign their appointment with the company after the appraisal.

12. Thirty respondents (40%) indicated "Yes" meaning that performance of employees improves after the process of performance appraisal while Forty-five respondents (60%) indicated "No" meaning that performance of employees do not improves after the process of performance appraisal.

Call was initiated to some of those that are of the view that performance of employees do not improves after the process of performance appraisal. Their reason was that only few employees are often well rated in each season, this they believe is intentional done by the management to reduce the cost implication on the company. By doing so, the performance of most employee that believe the process is bias drops instead of improving.

13. Thirty respondents (40%) indicated, "Yes" meaning that performance appraisal improves motivation and job satisfaction while Forty-five respondents (60%) indicated "No" meaning that performance appraisal do not improves motivation and job satisfaction.

14. Fifty-seven respondents (76%) indicated "Yes" meaning that the top-level management are partial in Performance Appraisal while Eighteen respondents (24%) indicated "No" meaning that the top-level management are not partial in Performance Appraisal.

It was noticed that those that believed that the top-management are partial in performance appraisal are those that were not well appraised in their last appraisal while those that believed that the top-management are not partial in performance appraisal are those that were well appraised in their last appraisal

15. The entire seventy-five respondents (100%) indicated "Yes" meaning that performance appraisal helps to change the behavior of Employees. However when call was initiated to both parties, it was discovered that the changes they all refer to are both positive and negative behavioral changes.

16. A summary of their opinion, on what the Performance Appraisal system of their organization is related to can be found in Table 1 below:

REASONS	RESPONDENTS	PERCENTAGE
Retention of Employees	3	4%
Recruitment System	0	0%
Organizational Culture	60	80%
Motivation	12	16%
TOTAL	75	100%

Table 1. Summary of Respondents Opinion on Performance Appraisal system of their organization.

From the data in Table 1 above the respondents opined that their organizations are not doing it majorly for retention of employees (4%), it further shows that none of the organizations are implementing it in their recruitment system (0%). The major reason why these organizations implement appraisal system in their business is that, it is part of the organizational culture (80%) (A ritual that must be kept). Finally, they believe that their organization only have a little interest in motivating (16%) their employees through performance appraisal.

17. The entire seventy-five respondent (100%) indicated "Yes" meaning that they were given Feedback after every appraisal process.

18. Eighteen respondents (24%) indicated "Yes" meaning that they are satisfy with the feedback they got from their last appraisal while Fifty-seven respondents (76%) indicated "No" meaning that they are not satisfy with the feedback they got from their last appraisal

19. The entire seventy-five respondent (100%) indicated "Yes" meaning that there are things they need to improve their Performance.

Some of the things they stated in the questionnaire are as follows:
a. Trainings
b. Modern working facilities.
c. Regular Feedback
d. Performance Appraisal Process Trainings for the Evaluators
e. The annual goal of the company/department at the beginning of every year to be made know to them

20. The entire seventy-five respondent (100%) had at least one suggestion given to improve the performance of employees if given the opportunity. Below is a summary of their suggestions:
a. Make the reward system very attractive by given reasonable benefits.
b. Prepare and Train all the managers especially those involve in the appraisal of employees. Teach them how to have meaningful conversations with employees about their progress. Show them how to provide difficult feedback that an employee needs

in order to be successful. Make sure they know the evaluation process and the best way to complete forms.

c. Documentation by using performance log to keep record for each employee successes or performance requiring improvement.

d. Creating an ongoing process that includes goal setting, performance monitoring, performance planning, feedback and coaching.

e. Beginning the period with performance planning by communicating objectives and setting, an actionable plan to guide the employees successfully achieve goals. This process should involve both the manager and the employees.

f. Hold formal interim reviews by conducting one or more interim evaluations during the year. Document achievements and progress towards achieving performance plan deliverables.

g. Introduce self-evaluation system were employee are given the evaluation forms to evaluate themselves before the actual performance appraisal by the company. The managers should also have a personal discussion with each employee base on the self-evaluation result.

b. Response and Findings from Interview Section with Departmental Heads and HR managers

The summary of response from all the departmental head and HR managers that were interviewed are:

1. Their response to the question on challenges faced when appraising, was that they encountered challenges, but still ware able to solve them. Lack of cooperation and having a distant relationship with other employees was one of the main challenges pointed out. They complained that sometimes, the other employees would see them as a spy and have an attitude of knowing that they are there to watch over them. This would bring a disconnection with the employees. To stop this, they had to work with them and ask them to share their views and promise to take their concerns seriously. Another challenge encountered was

2. In response to getting employee to know their daily task, those interviewed said after getting into the office, they would check on what tasks are to be performed that day and have a briefing with the employees to notify them about what they are expected to do. They would then motivate the employee and encourage them. Next, duties would be assign to specific employees and the work begins. The departmental heads said at intervals, they check how the employees are performing their duties and help them whenever they needed help. They further stated that after completing the day's tasks, they would meet the employees again to motivate them,

encourage them, record their working hours, performance, and work rate.

3. In response to key performance indicators expected from employees, below is a summary list of performance indicators mentioned:
Timeliness, Attention to detail, Initiative, Creativity and innovation, Consistency, Ability to perform in all key areas of the role, good time management

4. In response to how to ensure that employees are treating customers well, they said they developed customer feedback strategies where customers would rate the service of a certain employee out of five stars. With this, they would get the best customer feedback. Also,

5. In response to factors to consider when assigning duties to your employees, some of the factors they listed includes:
   a. The employee's ability to complete the job
   b. The employee's knowledge of the task
   c. The employee's level of motivation
   d. The employee's professionalism
   e. The employee's level of interest in certain tasks

6. The various view of the departmental head and HR managers on the best approach to performance management centred on the fact that the methods of performance management chosen should be whatever forms the employees will be most receptive to. However, some of them suggested that before deciding which approach to performance appraisal might be best for the organization, there is need to review the principle and practice at work.

7. Their response to how frequently should feedback be provided is that feedback should be as frequently as is reasonably possible. However, a critical look in to the actual practice in their various firms shows that they do not practice what they all claim; they only give feedback to their employee once yearly, which is at the end of the annual appraisal.

8. On the question of do employees get the feedback they need, when they need it? There was a divergent views among those interviewed, some says yes the employees get the feedback they need, when they need it while some were frank enough to state that sometimes there are delays in the internal system to the point that the employees revolt and ask for immediate feedback from the management before the can continue their with duties.

9. In response to conflict arising between employees after the completion of performance appraisal, they all affirm that many issues do arise after each annual performance appraisal is completed. Among the issues listed are:
   a. Develop poor relationship between does that were well appraised and does that were poorly appraised.

b. Those that are poorly appraised tend to leave much work undone to those that are well appraised, reason is that they are management favoured ones so they should be more hard working

c. Distrust between those that ware poorly appraised and those well appraised. The poorly appraised employees sees the well-appraised employees as informants to the management.

10. The entire respondents affirms that there are changes after appraising the performances of employees. The changes are both positive and negatives, they includes:

Positive Changes
1. Some employees becoming more productive, this is more applicable to employees that were well-appraised.
2. Goal setting and desired performance reinforcement is noticed in most employees that plan to do better or maintain their positive performance in the next quarter.
3. Employee focus on the job is noticed to be enhanced and their trust on both the organization and manager is promoted

Negative Changes
1. Tension between supervisors and subordinates is created. Their relationship is soiled because the subordinate believed he/she was unfairly appraised.
2. Sometimes employees who believe that the appraisal result was faulty, takes legal action against the organization
3. Some employee decides to resign their job with the organization to seek job elsewhere because they believe their best is not recognized by the organization.
4. Negative feedback can cause defensiveness and worsen productivity

5. SUMMARY

Performance appraisals are only as good as the performance management system it operates within. Organizations that only do performance appraisals for the sake of doing them are wasting their time. However, organizations that incorporate performance appraisals into a comprehensive performance management system and use them to implement business goals have an advantage for accomplishing their goals and ultimately their strategic plan.

6. CONCLUSION

There is a perception among over 60% of the entire respondent that the appraisal system is biased, unfair and does not reflect the true measure of individual performance.

The process of giving feedback must change with the changing times and as organizations evolve. The goal of the appraisal system above all is to help the development of the employees, and not for management to judge an employee's contribution. While there's no one size fits all, there are a few things that work irrespective of the nature of the organization, these includes, make feedback frequent instead of having a review just once a year, training managers to conduct effective appraisals, and involving employees in their own appraisal process.

The best performance appraisal is the ongoing appraisal. Employees prefer frequent feedback over a detailed review that happens once a year. Frequent, informal interaction with the management makes the employee feel less stressed and more responsive to feedback.

The methods of performance appraisal an organization chooses should be whatever forms will be most receptive to their employees. However, before deciding which approach to performance appraisal might be best for the organization, I suggest the principle and practice at work should be reviewed. The best performance appraisals, despite the organization's field of expertise, have four key features. Periodic, Methodical, Objective and Complete.

Organizations should show employees that they appreciate their accomplishments. Motivate them to perform their best by giving them a clear, concise, and quantitative appraisal of their strengths and weaknesses. Streamline the process with surveys and a standardized approach for every employee.

7. RECOMMENDATION

Management should provide training and workshops to sensitize both the employees and the evaluators (the departmental heads) on the aims and benefits of a performance appraisal system, the process of conducting appraisal and develop policies to enforce compliance in their respective firms.
More appropriately, management should utilize incidents of poor performance as opportunities for immediate counselling and training.

Hourly, daily, weekly, monthly and quarterly feedback loops can be designed to allow employees to observe and self-correct on their own. However, do not abandon the annual review. Stepping away from the daily grind and reflecting on their overall performance helps employees gain deeper understanding of their progress (or lack thereof) over the past year. Annual goals encourage accountability for performance.

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