



Performance Appraisal Scheme and Employee's Performance in Taraba State College of Health Technology, Takum

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Abstract

The purpose of this research is to examine the impact of performance appraisal scheme on employee's performance in Taraba State College of Health Technology, Takum. One hundred and thirteen respondents, out of the total population of 160, were drawn from the Academic and Non-Academic staff. The proportionate random sampling technique was utilized to select respondents from each staff category. The major instrument of data collection was a self-constructed closed-ended questionnaire. Both descriptive and inferential statistical tools were employed to assess the impact of performance appraisal scheme on employee's performance. Analysis of Variance (ANOVA) test statistic was used to test the three hypotheses. The study showed that lack of fairness of performance appraisal scheme has no significant effect on employee's performance while performance feedback and employee's recognition have significant effect on employee's performance in the college. The study therefore recommended that the management should ensure fairness before, during and after each performance appraisal exercise so that the distribution of organizational rewards to employees is based on performance.

Keywords: Performance Appraisal, Employee Performance, Performance Appraisal Scheme, and Public Sector

Introduction

Globally, public services are no longer comfortable with just remaining competitive in their ministries, agencies, commissions, boards and parastatal; they seek to enhance the performance of their employees. They aspire to establish competitive superiority over time and to improve the performance of

employees. To achieve this, Public Service Commissions in various countries require thorough performance appraisal of the entire workforce to enable the employees acquire right skills and competences to enhance their performance (Arugu & Chigozie, 2020). Recent researches in the field of personnel management shows that the number of organisations that use performance appraisal scheme in assessing employee's performance has increased over the last decade. Armstrong and Baron (2005) note an increase in

organisations using formal performance management systems in the United Kingdom (UK) and United States of America (USA) from 69 per cent to 87 per cent between 1998 and 2004. Prowse & Prowse (2009) also found an estimated 80 to 90 per cent of organisations in the USA and UK use appraisals. .

Public sector organizations conduct performance appraisals for different reasons including but not limited to identify an individual's current level of job performance; to identify employee's strength and weaknesses; to enable employees to improve their performance; to provide a basis for rewarding employees in relation to their contribution to organization goals; to motivate individuals; to identify training and development needs; to identify potential performance; and to provide information for succession planning (Onah, 2015, Cinjel, 2022).

Previous studies on perceived fairness of performance appraisal suggest that the success of a performance appraisal system may depend on the management of employees' perceptions of its fairness, not the system per se. Fairness of performance appraisal system has a significant impact on employee attitude, behaviour and performance.

Performance feedback in the appraisal system is central to the effectiveness of any performance appraisal scheme. Drewes and Runde (2002) as cited in Gordon and Steward (2009) note that: "Because it is intended as a means for discovering and sharing information about employee performance, performance appraisal process is an institutional interaction that should be designed to facilitate communication of performance results to employees who need them. Tyler (2005) bemoans the lack of meaningful feedback by

management as one of the main causes of the ineffectiveness of most appraisal systems in the public sector. Armstrong (2006) suggests feedback should always be based on evidence, not on opinion and should be presented not in a judgmental manner that will create unnecessary tension but rather promote understanding so that appropriate action can be taken. The feedback should not only pinpoint employee's weaknesses but should also provide them opportunity to upgrade their skills where there is a skill deficiency.

Statement of the Problem

In spite of the benefits of performance appraisal schemes to both public organisations and their employees, many organisations have not been able to prove beyond any doubt that their performance appraisal process is fair, unbiased and transparent. Many employees do not have faith in the appraisal exercises in their organisations because of lack of procedural fairness as well as the distribution of rewards. Again, timely and regular performance feedback is lacking in most public sector organizations including tertiary institutions. Performance feedback has significant potential to benefit employees in terms of individual and team performance. However, personnel managers in many organizations are often uncomfortable giving performance feedback to their employees. Available records in Taraba State College of Health Technology, Takum shows that majority of employees in the college do not receive any form of feedback or reviews from their head of departments or units after annual performance appraisal exercises. Employees need to know the results of their performance for the year under review in order to correct performance deficiencies, if any exist.

It was also observed that appraisals are done at random and the results sometimes withheld from employees who need feedback in order to correct performance deficiencies and alter work behaviour. This kind of attitude violates the psychological contract between employees and their employers as this does not help in the event of ineffective performance of employees. It has also been observed that employee recognition programme in majority of public sector organizations has been relegated to the background. Lack of appreciation in cash or in kind demotivate employees. But when an employee is rewarded or recognized for the given activity done, employees feel like they are part of the organisation and will actually contribute to the achievement of organizational goals. It is against this backdrop that this study sought to examine the impact of performance appraisal schemes on employee's performance in Taraba State College of Health Technology, Takum.

Objectives of the Study

The main objective was to assess the impact of performance appraisal scheme on employee's performance in Taraba State College of Health Technology, Takum. Other specific objectives of the study are to:

- I. Examine the effect of lack of fairness of performance appraisal scheme on employee's performance in Taraba State College of Health Technology, Takum;
- II. Examine the effect of performance appraisal feedback on employee's performance in Taraba State College of Health Technology, Takum;
- III. Assess the relationship between performance recognition and employee's performance in Taraba

State College of Health Technology, Takum; and

In line with the research objectives, the following research hypotheses were formulated to guide the study.

H₀₁: Lack of fairness of performance appraisal scheme has no significant effect on employee's performance.

H₀₂: Performance appraisal feedback has no significant effect on employee's performance.

H₀₃: There is no significant relationship between performance recognition and employee's performance.

Conceptual Clarifications

Performance Appraisal

Performance appraisal is a widely discussed concept and many scholars have rendered various interpretations of it for assimilation. According to Muo (2007) performance appraisal is an "organized, methodical and formalized practice of assessment of employees' performance, including feedback for refinements". In a related development, Grote (2011) defined it as a procedure adapted by superiors to judge the performance of their subordinates on an annual or semi-annual basis in order to make informed decisions about their advancement, incentives and requirements for skill development / training. Obikeze and Anthony (2004) see performance appraisal as the formal assessment of staff in order to determine his/her level of performance.

Ezeani (2006) defines performance appraisal as "the process of evaluating individual employee in order to determine the extent to which he is performing a job effectively and shows promise for the future". Salient in the above definition is that performance appraisal determines how well an

employee is handling his job effectively in line with the stipulated organization goals and objectives. Performance appraisal serves two basic purposes: Administrative and developmental. It provides information for making salary, promotion and lay-off decisions, training needs, career planning and so on.

Employee Performance

Performance refers to the degree of accomplishment of the task that makes up an employee's job. It reflects how well an employee is fulfilling the requirements of a job. Often confused with effort, which refers to the energy expended, performance is measured in terms of results. For instance, a student may exert a great deal of effort in preparing for an examination and still make poor grade. In such a case, the effort expended was high, yet the performance was low (Bayers & Rue, 2011).

According to Onah (2015) "job performance is the net effect of an employee's effort as modified by abilities and role (or task) perceptions. Thus, performance in a given situation can be viewed as resulting from the interrelationships among effort, abilities, and role perceptions." Efforts, which result from being motivated, refer the amount of energy (physical and/or mental) an individual uses in performing a task. Abilities are personal characteristics used in performing a job. Abilities usually do not fluctuate widely over time. Role (task) perception refers to the direction(s) in which individuals believe they should channel their effort towards their jobs. The activities and behaviour people believe are necessary in the performance of their jobs define their role perception. Employee's perceptions of the fairness of performance appraisal system play critical role in improving employee performance because it helps in

building trust between employees and their immediate supervisors.

Empirical Review

Khan, Ismail, Yusoff, Hussain and Yunus (2018) assessed the impact of performance appraisal on employee job performance in public sector universities of Khyber Pakhtunkhwa, Pakistan and found significant and positive relationship between performance appraisal, fairness and employee job performance in public universities. The study concludes that if performance appraisal of universities or colleges is fair enough, accurate then employees will be satisfied and get motivated to enhance their performance in particular and organisational performance in general. Similarly, Andoh-Mensah, Mensah & Kusi, (2019) examined the relationship between performance appraisal and employee performance at the University of Education, Winneba libraries found out that effective performance appraisal practices enhances staff performance. The study carried out by Egzaibher (2018) on effect of performance appraisal practice on employee performance in Ethiopia revealed that factors such as interpersonal relationship, objective setting, rater accuracy and recognition have significant effect on employee's performance. Ikonne (2015) also carried out a study on the influence of performance appraisal on job performance of employees and found out that library personnel perceived performance appraisal as the routine evaluation of an employees' output; as a management tool aimed at improving the performance of employees; as a technique for determining staff compensation but not a management tool for strengthening superior - subordinate relationship. The study carried out by Girma (2016) explored the effect of

performance appraisal process in Hawassa University and found a strong positive and significant relationship between performance appraisal processes and the performance of the administrative staff of the university. The result of the regression analysis also revealed that variables such as performance standards, communicating established standards, measuring actual performance and compare with standards, discussing the appraisal result with employees, giving feedbacks and indicating corrective actions have significant effect on employee performance.

The findings from the above researches and articles described the importance of employee's perception of fairness of performance appraisal, objective setting, interpersonal factors, rater accuracy, regular feedback and recognition on employee performance as well as in the achievement of the organization objectives.

Theoretical Framework

The theoretical underpinning of this study is the Organisational Justice theory. The theory was propounded by Greenberg Jerald in 1987. Other proponents of the theory include Shen (2004) and Al-Zu'bi, (2010). According to Jerald (1987), the way an employee views the attitude of an organisation would affect his/her disposition, which may or may not lead to performance. The theory has three main assumptions: impartial outcomes (distributive justice), fairness procedures of allocating results (procedural justice), and civility of interpersonal dealings (interactional justice). Distributive justice presupposes that individuals recognise a choice in light of the social exchange being reasonable on the off chance that they perceive their commitments to the organisation are in offset with the

expected rewards. Procedural justice characterises the perceived equitable procedures employed to decide numerous consequences.

Applying organisational justice theory to this study is beneficial as Taraba State College of Health Technology, Takum would need to prove beyond any doubt that her performance appraisal process is reliable and depends on exact data while settling on the dissemination choices of the principal and moral norms and offer the employees the chance to change the appraisal choices. Essentially, employers and the government put in place organisational justice in their various organisations because they want to get positive results from their employees.

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

Research Design

This study adopted descriptive survey research design. Descriptive research design enables a researcher to take a sample from a sub-set of a population. The samples for this study were carefully selected to represent the characteristics of the larger population and the sample size was chosen using appropriate tools. This provides us with the opportunity to

generalize the findings of the study for the whole population.

Area and Population of the Study

This study was carried out at the Taraba State College of Health Technology, Takum. The college was established on 1st November, 1993 during the short-lived civilian administration of Rev. Jolly Tavoro Nyame, former Governor of Taraba State. Currently, the college has seven (7) departments: Community Health, Environmental Health, Medical Laboratory Science, Health Information Management, Radiography and Entrepreneurship. The population of this study comprised of all the Academic and Non Academic Staff of the college. The total population of staff of the college is 160.

Sample Size and Sampling Technique

The total sample size used in this study was determined by Krejcie and Morgan Table for determining sample size of a given population. According to Krejcie and Morgan (1970) a population of 160 has a corresponding sample size of 113 at 95 percent confidence level and 5 percent margin of error. Therefore, the sample size for this study is 113. The proportionate random sampling procedure was utilized to allocate the sample size of 113 to the two groups.

The simple random sampling technique was employed in drawing individual subjects from each category of staff for the purpose of questionnaire administration.

Methods of Data Collection

The study utilized both primary and secondary sources of data. The major instrument of data collection in this study is

structured questionnaire. Statistical techniques used in data analysis were descriptive and inferential statistics types Analysis of Variance (ANOVA) statistical tool was employed in testing the hypotheses.

Method of Data Presentation and Analysis

The method of data analyses involved both descriptive and inferential statistic. Descriptive statistic tools such as frequencies, tables and percentages were utilized to present the data generated from the field for easy understanding. In interpreting the data, the relationship between performance appraisal scheme and employee's performance was established at both theoretical and empirical levels. Empirically, we used more of the quantitative data that are critical and analytical in providing descriptive and inferential details because this study is more attuned to quantitative method of data analysis.

Data Presentation and Analysis

The socio-demographic data of respondents show that majority of the respondents totalling 53, representing 52% are Non-Academic Staff. The dominant respondents were male totalling 85, representing 83%. On the age of respondents, majority of the respondents totalling 51, representing 50.5% fall within the age bracket of 41-50 years. The data also revealed that 89 respondents, representing 88.1% are married. The educational qualification of the respondents cut across SSCE, ND/NCE, First degree, Masters and Ph.D. On years of service, 36 respondents, representing 35.6% have spent between 9 and 12 years in the service of the college.

Research Question One: How does lack of fairness of performance appraisal scheme

affect employee's performance in Taraba State College of Health Technology, Takum?

Table 1: Respondents Opinion on Lack of Fairness of Performance Appraisal Scheme

Issues Relating to Lack of Fairness of Appraisal Scheme	SA	A	U	D	SD	Total
The appraisal scheme in the college is fair enough in terms of procedures and outcome	81 (80.2%)	19 (18.8%)	1 (0.9%)	-	-	101 (100%)
Distribution of rewards in this college is based on performance	42 (41.6%)	55 (54.5)	1 0.9	3 (2.9%)	-	101 (100%)
The standards used to appraise my performance are appropriate	29 (28.7%)	71 (70.3%)	1 (0.9%)	-	-	101 (100%)
I trust my head of department/ unit to fairly assess my performance and contributions to this college	31 (30.7%)	80 (79.3%)	-	-	-	101 (100%)
Inaccurate performance appraisal rating affects my performance	30 (29.8%)	8 (7.9%)	49 (48.5%)	3 %2.9%	11 (10.9%)	101 (100%)

Source: Field work, 2022

Analysis from table 1 clearly shows that the performance appraisal scheme in Taraba State College of Health Technology, Takum is fair enough in terms of procedures and outcome. One hundred respondents, representing 99% attested to this. Also, 97 respondents representing 96.1% acknowledged that the distribution of rewards to employees in the college is based on employee' track record of performance. Similarly, as high as 100 respondents representing 99% assented to the view that appropriate performance standards are used in appraising employee's performance.

100% of the respondents claimed that their head of departments or units will fairly assess their performance and contribution to the college while 38 respondents representing 37.7% accepted that inaccurate performance rating could affect employee's performance in Taraba State College of Health Technology, Takum.

Research Question Two: Does performance appraisal feedback have any effect on employee's performance in Taraba State College of Health Technology, Takum?

Table 2: Respondents Opinion on Performance Appraisal Feedback

Issues Relating to Appraisal Feedback	SA	A	U	D	SD	Total
Doing the tasks required by my job as a public servant provides chances for me to figure out how well I am doing	79 (78.3%)	19 (18.8%)	3 (2.9%)	-	-	101 (100%)
My Head of Department/ Unit almost always give me feedback about how well I am doing	9 (8.9%)	38 (37.7%)	50 (49.6%)	2 (1.9%)	2 (1.9%)	101 (100%)
After I finished my job, I will know whether I performed well	1 (0.9%)	23 (22.8%)	74 (73.3%)	-	3 (2.9%)	101 100%
My Head of Department / Unit often discuss with me the outcome of my performance appraisal report	4 (3.9%)	29 (28.7%)	64 (63.5%)	1 (0.9%)	3 (2.9%)	101 (100%)
My Head of Department / Unit often comment on the quality of my work	70 (69.3%)	28 (27.7%)	3 (2.9%)	-	-	101 (100%)

Source: Field work, 2022

Table 2 clearly shows that performance appraisal feedback plays a significant role in employee's performance especially in tertiary institution like the Taraba State College of Health Technology, Takum. 98 respondents, representing 97.1% claimed that doing the task requirements of a job provides chances for employees to figure out how well they are doing their job. 47 respondents representing 46.6% claimed that their head of departments or units often always give them feedback on how well they are performing their job. However, 74 respondents representing 73.3 don't know whether they meet performance expectation of their college or not. Only 34 respondents representing 32.6% agreed that

head of departments or units often discuss the result of the annual performance appraisal report of the college with subordinates while 98 respondents representing 97% confirm that heads of departments or units in the college often make constructive comment on employee's quality of work. All these analysis shows that employees need regular feedback from their superiors in order to improve their performance or correct performance deficiencies.

Research Question Three: What is the relationship between performance recognition and employee's performance in Taraba State College of Health Technology, Takum?

Table 3: Respondents Opinion on Employee Recognition

Issues relating to Employee Recognition	SA	A	U	D	SD	Total
I feel that the performance appraisal scheme in the college value my effort	80 (79.2%)	21 (20.8%)	- -	- -	- -	101 (100%)
The existence of recognition for good work has given me the opportunity to work beyond the requirements of my job	47 (46.5%)	51 (50.5%)	3 (2.9%)	- -	- -	101 (100%)
I will appreciate non-monetary form of reward such as merit award for a job well done	50 (49.5%)	51 (50.5%)	-	-	-	101 (100%)
I personally feel that my performance are being recognized adequately	49 (48.5%)	51 (50.5%)	1 (0.9%)	-	-	101 (100%)
I agree that being appreciated will boost my performance	90 (89.1%)	11 (10.9%)	-	-	-	101 (100%)

Source: Field work, 2022

Analysis of data in table 3 clearly shows that the performance appraisal scheme in Taraba State College of Health Technology, Takum value the effort and contribution of employees towards the achievement of organisational goal. 101 respondents representing 100% attested to this. Similarly, 98 respondents representing 97% affirmed that the existence of recognition for good work gives employees the opportunity to work beyond the task requirements of their job in the

college. Another 101 respondents representing 100% agreed that employees also appreciate non-monetary form of rewards such as merit award in addition to monetary compensation. 100 respondents representing 99.1% claimed that employee's performance in Taraba State College of Health Technology, Takum is adequately recognized while 101 respondents representing 100% confirmed that appreciation boost employee performance in the college. The analyses above implies that

employee needs are diverse, some could be met through monetary compensation while others could be met through non-monetary compensation such as merit award, praises, or a furnished office accommodation.

Statistical Test of Hypotheses

The three null hypotheses formulated for this study are these:

H₀₁: Lack of fairness of performance appraisal scheme has no significant effect on employee's performance.

H₀₂: Performance appraisal feedback has no significant effect on employee's performance.

H₀₃: There is no significant relationship between performance recognition and

employee's performance. In testing the hypotheses formulated in this study, the Analysis of Variance (ANOVA) test statistic was utilized.

Decision Rule:

Accept H₀₁, H₀₂, and H₀₃ if obtained / calculated F-ratio is greater than the table / critical F-ratio at 0.05 percent level of significance.

Hypothesis One

H₀₁: Lack of fairness of performance appraisal scheme has no significant effect on employee's performance.

Table 4: Summary Table of ANOVA

Source of Variance	SS	Df	MS	F-Ratio	F-Critical
SS_b	7343.4	4 (K-1)	1835.9		
SS_w	13605	20 (N-K)	680.3	2.69	2.87

Source: Field Work, 2022

Table 4 shows that the obtained / calculated F-ratio is 2.69 and the table / F-critical is 2.87 which is not significant at 0.05 level of significance. Since the F-ratio is less than the F-critical, it implies that the null hypothesis one (H₀₁) which states that lack of fairness of performance appraisal scheme has no significant effect on employee's performance is accepted. This implies that lack

of fairness of performance appraisal scheme has negative effect on employee's performance in Taraba State College of Health Technology, Takum.

Hypothesis Two

H₀₂: Performance appraisal feedback has no significant effect on employee's performance.

Table 5: Summary Table of ANOVA

Source of Variance	SS	Df	MS	F-Ratio	F-Critical
SS_b	6408.4	4 (K-1)	1602.1		
SS_w	10705.6	20 (N-K)	532.3	3.01	2.87

Source: Field work, 2022

Table 5 shows that the obtained / calculated F-ratio is 3.01 and the table / F-

critical is 2.87 which is significant at 0.05 level of significance. Since the F-ratio is greater than

the F-critical, it implies that the null hypothesis two (H_{02}) which states that which states that performance appraisal feedback has no significant effect on employee's performance is rejected. This implies that performance appraisal feedback has positive and significant

effect on employee's performance in Taraba State College of Health Technology, Takum.

Hypothesis Three

H_{03} : There is no significant relationship between performance recognition and employee's performance.

Table 6: Summary Table of ANOVA

Source of Variance	SS	Df	MS	F-Ratio	F-Critical
SS_b	16184	4 (K-1)	4154.6		
SS_w	3156.6	20 (N-K)	157.9	26.31	2.87

Source: Field work, 2022

Table 6 shows that the obtained / calculated F-ratio is 26.31 and the table / F-critical is 2.87 which is significant at 0.05 level of significance. Since the F-ratio is greater than the F-critical, it implies that the null hypothesis three (H_{03}) which states that there is no significant relationship between performance recognition and employee's performance is rejected. This implies that there is a positive and significant relationship between performance recognition and employee's performance in Taraba State College of Health Technology, Takum.

Discussion of Findings

In line with the main objective of this research study which was to examine the impact of performance appraisal scheme on employee's performance in Taraba State College of Health Technology, Takum from 2018-2021, the following are identified from the data captured.

- i. This study revealed that the annual performance appraisal scheme in Taraba State College of Health Technology, Takum receives wide acceptance among employees of the

college. From the study carried out, it was obtained that a good number of employees (99 percent) affirmed that the performance appraisal scheme in the college was fair enough in terms of procedures and outcome. Employees claimed that the institution rewards employees based on their level of performance and they also express confidence on the ability of the head of departments or units to fairly assess employee's performance through appropriate standards and procedures. The finding of this study validates the findings of Ando-Mensah, Mensah and Kusi (2019) who found out that effective performance appraisal practices enhances staff performance and positive comments and remarks by sectional heads motivates employees. It was also noted that inaccurate performance rating of employees has negative and detrimental effect on employee's morale.

- ii. During this research work, the data revealed that performance appraisal feedback has significant effect on

employee's performance in tertiary institutions generally and Taraba State College of Health Technology, Takum in particular. One of the reasons for conducting performance appraisal in tertiary institutions is to provide feedback to employees about the quantity and quality of job performance. Without this information, employees have little knowledge of how well they are doing in their jobs and how they might improve, correct performance deficiencies and alter performance behaviour. This is in tandem with (Pettijohn et al., 2001) that who found a positive relationship between performance appraisal and work performance in public organization. It was also revealed that employees who receive regular feedback from their immediate supervisors perform better on their jobs than those who do not. Supervisors' comment on the quantity and quality of employees' work can go a long way in improving their performance.

- iii. This study has shown that employees are the most precious assets of any organisation. Furthermore, organisational goals and objectives are easily achieved through employees who believe that their efforts and contributions are adequately recognized by the employer. It was also revealed that the existence of recognition for good work gives employees the opportunity to work beyond the task requirements of their job in the college. This is confirmed by 101 respondents representing 100%

who believed that non-monetary form of rewards (such as merit award, praise, or a furnished office accommodation) boost employee's performance in Taraba State College of Health Technology, Takum.

Conclusion

This research has been able to examine the impact of performance appraisal scheme on employee's performance in Taraba State College of Health Technology, Takum between 2018 and 2021. The rationale of this research was to test the impact of performance appraisal scheme on employee performance.

It basically tested as to how fairness of performance appraisal scheme, performance feedback and employee's recognition can lead to a better performance of the employee. Researchers believed that successful organizations need employees who will do more than their usual job duties and provide performance that is beyond expectations. This study concludes that lack of fairness of performance appraisal scheme has a negative and detrimental impact on employee's performance. But performance feedback and performance recognition have a positive and significant effect on employee's performance in Taraba State College of Health Technology, Takum.

Recommendations

In the light of the above findings, the following recommendations are put forward.

- i. The management of Taraba State College of Health Technology, Takum should ensure fairness before, during and after each performance appraisal exercise so that the distribution of

- organizational rewards among employees is based on performance.
- ii. Since performance appraisal scheme is of great essence in enhancing employee's job performance, the management of the college should ensure that all Head of Departments / Units give regular feedback to employees as well discuss the result of performance appraisal report with their subordinates at the end of each appraisal exercise.
- iii. The management of the college should also recognize and adequately reward high performing employees with both monetary and non-monetary rewards such as merit award among others as a way of boosting employee performance.

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