

## **THE ASSESSMENT OF EFFECT OF PERFORMANCE APPRAISAL PURPOSES ON EMPLOYEE PERFORMANCE IN NIGERIAN CIVIL SERVICE**

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### **ABSTRACT**

The indispensable role of employees in the success of any organisation cannot be overemphasised, given that employees play a fundamental role in accomplishing organisations' objectives. However, poor employee performance would jeopardise the accomplishment of organisational goals and targets. Employee performance has turned out to be a source of concern to numerous organisations in Nigeria, most especially in Nigerian civil service. In addressing this issue, this research projected a conceptual prototype which specifies that performance appraisal purposes would have a positive effect on employee performance in Nigerian civil service. Employing far-reaching literature investigation, this paper offered a logic-based and empirically-based theoretical consideration to discourse the acknowledged research issues. The discoveries of this paper stressed that performance appraisal purposes do have an optimistic effect on the performance of the employee, and that performance appraisal purposes are a useful instrument that could enable organisations to achieve employee efficiency. This implies that, to improve the performance of the worker, organisations should give consideration to the provisions of the present work's research model. This has turned out to be essential because it encompasses the basic principles required for inducing workforces to put in their best. It is anticipated that the review would aid in showing the interested party in the Nigerian Civil Service the process of enhancing employee performance via performance appraisal purposes. However, the projected prototype could be empirically solidified more by collection and analysis of relevant data.

**Keywords:** Assessment, Performance Appraisal Purposes, Employee Performance, Civil Service, Nigeria

### **INTRODUCTION**

Performance of employee, which has turned out to be a source of concern to numerous organisations in Nigeria, most especially in Nigerian civil service, has impacts on the organisational performance, quality of work and organisation's gains (Abdullahi, Bilau, Enegbuma, Ajagbe & Ali, 2011), because organizational success significantly hinges on employee performance (Al Kahtani, 2013). The success of an organisation has been attached to several factors. However, of all these factors, employees are the most crucial factor (Koshy & Suguna, 2014). The reason is that employees play a fundamental role in accomplishing organisations' objectives (Koshy & Suguna, 2014). In most organisations, goals, and targets could not be accomplished due to poor employee performance, low employee productivity and inconducive internal environment of the organizations (Mollel, Mulongo & Razia, 2017).

In the Nigerian context, since independence in the 1960s, the Nigerian government has tried to build a systematic appraisal as a division of its performance management scheme to develop person and performance in its public-sector organisation. Despite this effort, there persist in poor performance. Consequently, Nigeria Public Service is largely considered to be ineffective and inefficient. Therefore, the public service in Nigeria according to Iwarere and

Lawal (2011) suffers setback basically due to the failure to put in place those tools that can improve the performance of the employees.

The issue of poor employee performance could be linked to the defected performance appraisal system (Pulakos, 2004; Adler, et al., 2016). In the extant literature, substantial numbers of research (e.g. Ismail, Abdul Halim, & Joarder, 2015; Shabbir, Aslam, & Ali, 2016) have signified several predictors of employee performance, but employee performance could be enhanced via workers' assessment. Workers' assessment, otherwise known as performance appraisal, is a distinct, official, organisationally authorised affair, typically not happening regularly more than once or two times in a year, which obviously specified performance standards that are employed in the appraisal procedure (Bloom, Genakos, Sadun & Van Reenen, 2012; Mondy & Noe, 2005; DeNisi & Pritchard, 2006). In the civil service, performance appraisal of workforces, which are classically programmed each year or biannually, is one of the most imperative HRM practices, have been broadly delved into (Kampkötter, 2014; Murphy & Cleveland, 1995).

Performance appraisal has been proven to be a useful instrument that could enable organisations to achieve employee efficiency (Mollel, Mulongo & Razia, 2017). Performance appraisal is expended for a multiplicity of motives such as job promotions, wage increases, comprehensive and useful feedback, and progression of career. It commonly contains both a developmental/progressive and an evaluative capacity (Boswell & Boudreau, 2000). Progressive usage centres on capabilities and talents that workforces should attain, which are identified by the aid of performance appraisal (e.g., development and training requirements).

There is a rising agreement amongst scholars and experts that the achievement by means of the performance appraisal procedure is very essential in inspiring worker improvement and inspiration (Fletcher 2001; Kuvaas 2006). The process of performance appraisal is progressively understood as a crucial fragment of the strategic method to the organisation, in offering a tool to enable the bond amongst a worker's capabilities and performances and a firm's planned goals. Additionally, employee efficiency could be attained when institution management attempt to hook up with innovative and better persons and speedily aiding them to get associated through diverse training policies. That is, institute administrators need to speedily comprehend the advantages of devoting in on knowledge, and extra capacity management responses for their workforces with the purpose of getting them additional creative and useful (Talya, 2014). Briscoe and Claus (2008) and Fajana (2002) believed the system of appraisal is a process of defining/establishing training and development requirement of personnel. Yazinski (2010) observes that in order to enhance the employee's performance there is a necessity to provide appropriate personnel retention strategy such as positive culture, training, monitoring, application of communication and developing of credibility appreciation through rewards and benefits, delivery of growth (promotion) prospects etc.

Furthermore, the important purpose of the appraisal system is to enable the organisation executing managerial choices concerning job promotion, pay increases, dismissals, and layoffs (Cheng, 2014; Gibson, Harvey & Harris, 2007; Cook & Crossman, 2004; Anderson, 2002). For instance, the current performance of a worker is frequently the most important thought in defining whether the worker would be promoted or not. Promotional prospect according to Victor Vroom is a target most employees yearning for and that a person's presentation is linked to the extent to which the person trusts that being endorsed is connected to performance on the work and how powerfully the person needs the elevation (Abdulla, Djebarni & Mellahi, 2011). Therefore, it could be seen that promotion opportunity is significantly determinant of employee performance. This is the evidence found in a study conducted by Femi, (2013) that there is a substantial effect of performance appraisal and work elevation exercise on employee performance. Invariably, the promotion

has remained a sine qua non for effectiveness and efficiency in the public service. Outright stagnation could demoralise performance and consequently brings backwardness to any organization.

In addition, organisations currently seek to resolve the sensible equalise between staff member output and performance of the organisation. Recognition and reward programmes serve as the most contingent factors that can ensure a number of organisations realise the productivity of their employees. In related study carried out by Mollel, Mulongo and Razia, (2017) found that tools of performance appraisal such as feedback and recognition are necessary to worker's performance and certainly influence employee output in the institute. Moreover, Lim and Alum (1995) expressed that, absence of motivational inducements and broke communication of the feedback of appraisal are the primary problems aiding higher employees' low performance. Therefore, employee inspiration has turn out to be the main determinant of the quantity and quality of services provided to the populace, and as such depressed worker output has been established to be an impediment to service provision in numerous low-income nations (Songstad et al., 2012).

Therefore, an effective total rewards strategy enables organisations to deliver the right amount of rewards, to the right people, at the right time and for the right reason (Cornish and Gilbert, 2005). Besides financial rewards, recognition, as well as appreciation, are essential mechanisms of an attractive tactical reward scheme. Although relatively less expensive, these two components hardly receive the attention they merit from organisation holders. Showing appreciation to personnel by acknowledging outstanding performance is probably to boost employee inspiration and rights performances. To inspire such desired performances, it is necessary that superiors should express appreciation via special memos, an expression of thanks/cheers, or even a signal and a beam/smile.

Additionally, several studies (e.g. Shaukat, Ashraf & Ghafoor, 2015; Al Qudah, Osman & Al-Qudah, 2014; Hossain, Abdullah & Farhana, 2012) have been conducted on the impact of appraisal of performance on employee performance from different perspectives. Nevertheless, little statistical evidence has been found regarding the combination of performance appraisal purposes variables (training, job promotion, recognition, feedback and financial rewards) and their effect on employee performance. Also, a good number of empirical studies have been carried out on the predictors of employee performance, fewer studies on the impact of performance appraisal system, as a predictor, on employee performance are available, despite that performance appraisal is a useful instrument that can enhance employee efficiency (Mollel, Mulongo & Razia, 2017). Likewise, there have been little researches on the performance appraisal scheme in the context of the civil service (Denkyira, 2014; Bawole, et al., 2013).

Given the above discussion and the fact that there is dearth of research on performance appraisal system-performance relationship in the context of Nigerian Civil Service (Denkyira, 2014; Bawole, Hossain, Domfeh, Bukari & Sanyare, 2013), the current study aims to examine the effect of performance appraisal purposes (measured with training, job promotion, feedback, recognition and financial reward) on performance of civil servants in Nigeria.

## **REVIEW OF LITERATURE**

### *i) Employee performance*

Performance as a concept lacks a generally accepted definition (Andersen, 2010). Consequently, the concept of Performance has been perceived from different angles. For

example, from the perspective of process, performance signifies the process of change from inputs to output with the purpose of realising a specific outcome. Muchinsky (2003) explained employee performance as a set of workforces' behaviours that could be examined, gauged and evaluated with the achievement on an individual level. Also, Mcconnel (2003) defined employee performance as an accomplishment that can be measured and assessed. Bhatia and Jain (2012) assert that performance could be assessed by some mixture of quality, quantity, time and cost. Worker performance is originally what a worker does or does not do. Scholars (Mathis & Jackson 2009; Güngör, 2011) notes that performance is connected with quantity and quality of productivity, timelessness of productivity, appearance on the accomplished and efficacy of work attained. The concept of employee performance in the perspective of the organisation is typically described as the degree to which an individual worker of an organization impacts to accomplishing the objectives of the organization. Aydogdu and Asikgil (2011) were of the view that several parts of performance could be evaluated through work attendance, duties assigned for performance and organization conduct. Employee performance in the Nigerian Civil Service could be brought to fore as the act of discharging duties by the civil servants as stipulated by the civil service for efficiency in service delivery.

*ii) Performance appraisal purposes*

Armstrong and Taylor (2014) described performance appraisal as a standard of practices that outline the kind of occupation and regulate the engagement relation in order to induce and maintain the appropriate worker, according to its demand. The most essential purposes of performance appraisal practices are to aid and assist organisations to reach decisions and conclusions on salary, promotions, recognising training requires, conveying feedback and recognition of employee for a job well done (Thomas & Bretz, 1994; Majumder, 2012; Cheng, 2014). According to Majumder (2012), performance appraisal system has been used as a tool in the process of reward and recognition. Additionally, it was used to evaluate the employee's strengths and development needs. Even though it is expensive to carry out performance appraisal, firms nevertheless embrace this exercise as it acts as imperative administrative decisions in particular circumstances, where bonuses, training needs, and promotions are resolved, which will ultimately create occupation inspiration and obligation to the firm (Kadiresan et al., 2015). Centred on the drives of performance appraisal schemes, 5 vital HRM practices were classified in this study: training, financial reward, job promotion, recognition, and feedback.

*iii) Training*

The literature supporting performance appraisal has acknowledged a number of objectives of the scheme. Crucial to this is the training requirements of workers. Memoria (2000. p.310) described training as "a process of learning a sequence of programmed behaviour. It is the application of knowledge and it attempts to improve the performance of the employee on the current job and prepares them for the intended job". According to Cascio (1995, p.247), "training consists of a planned programme designed to improve performance at the individual, group, and/or organisational levels. Improved performance, in turn, implies that there have been measurable changes in knowledge, skills attitude, and/or social behaviour". The training of workforces as asserted by Dabale, Jagero & Nyauchi, (2014) is a vital part of the plan to incorporate HRM with a firm's occupational approach. Edralin (2011) affirms that the core drive of training is to assist and enrich knowledge, behaviour and the total skill of workforces to further expedite the attainment of organisational aims. Training in civil service

is about improving civil servants and assisting them to develop additional confident and knowledgeable in their jobs as well as in their lives.

**iv) Job Promotion**

Appraisal of employee's performance in the current occupation is a method of evaluating the person's suitability or qualification for selection for a higher position (Atakpa, Ocheni & Nwankwo, 2013). Setlzer (2010) described job promotion in general as "a man of ability who applies himself conscientiously to his duties and studies may be reasonably assured of reaching a position of responsibility" (p.748). Beach (1980) says promotion involves reassignment of the employee to a job of higher rank, which involves the movement from a job to another vertically, which must be upward and invariably necessitating more responsibilities and (in most cases) higher pay. It is an advancement to a higher position. Jane (2017) emphasised that if the worker is performing well, delivering all responsibilities expected and functioning beyond anticipations, the organisation may offer the worker a promotion as an indication of fineness performance. Anastasia (2015) affirms that promotion enhances the self-esteem of promoted workforces, rises their output and therefore increases upon the overall incomes received by the organisation. Ameen, Abdulkareem and Bello (2016) assert that promotion in an organisation is generally based on official principles such as merit, the extent of service (seniority), ability, performance and educational qualification. Promotion in civil service is a procedure via which a civil servant is offered a better part of duties, a better pay-scale or both. It is a period of progress that a civil servant chooses while working as far as his employment, status or rank is involved.

**v) Feedback**

The purpose of any establishment when carrying a performance appraisal is to obtain feedback. Spector (2008) described feedback as the information offered to an individual employee about his performance. In the perfect condition, the worker gets information about how they are doing in their occupation and where they could develop. The analysis of scholars (e.g. Brown, Hyatt & Benson, 2010; Roberson & Stewart, 2006; Schraeder, Becton & Portis, 2007) have identified that the feedback tool acts as a way of discovering their weakness and strengths. Many scholars assert that to better the performance of an employee, it is become vital to first distinguish his extent of growth and dimness via feedback (Macey et.al, 2011). Carver and Scheier (1981) note that workers performance feedback functions as a way of sustaining the requirement for information on how workforces are achieving their individual objectives and acts as a kind of social dimension amid their contemporary. Fletcher and Williams (1996) were of the view that there would be regular meetings amongst the subordinate and supervisor, through which action strategies should be established and parts/extent where they might not be considered. They conclude that periodical message between the supervisor and subordinate would effect in a diversity of positive employment consequence like work satisfaction and organisational responsibility. Feedback in the civil service is information from the superior/director about how good or bad subordinate perform his responsibilities. It is a continuous process of letting civil servants know how they are doing and the organisation's performance against the objectives.

**vi) Recognition**

Danish and Usman (2010) described recognition as a method of providing a worker a certain position in an organisation. Sims (2002) state that recognition methods are comprises of

incentives, compensation, and benefits offered for the worker as recognition for their role to the institute. Researchers have also noted that the proper recognition and rewards are very vital to attracting workforces, hence, the non-appearance of recognitions may drive burnout in the organisation (Maslach, Schaufeli, & Leiter, 2001; Bratton & Gold, 2007; Bhattacharya & Mukherjee, 2009). Khan, Waqas & Muneer, (2017) assert that recognition could take the appearance of being official for sample meeting or unofficial such as a "pat on the back" to enhance workforces self-esteem and pleasure which will effect into additional partaking efforts. However, Recognition in civil service referred to something awarded in exchange for respectable behaviour or decent work. It defines how the effort and activities of a civil servant are appraised and how considerable the gratitude he receives in return from the civil service.

**vii) Financial Reward**

Financial reward and in specific pay are a key issue in an organisation because it offers workforces with a concrete payment for their support as well as a basis of recognition and living (Thwala et al., 2012; Howard, 1993; Abdullah et al., 2012). Williams et al. (2006) referred pay to all methods of recompense, such as cash payment (e.g. salary), noncash payment (e.g. benefits), the sum of increment and the method by which the recompense scheme is overseen. Heathfield (2014) described pay as "a fixed amount of money and compensation which is paid to an employee by an employer in return of work performed". Ting (1997) elucidates two distinctive forms of pay systems effect on occupation contentment; accomplishment with pay itself and accomplishment with financial anticipations in the time ahead. However, financial reward in civil service is referred to as pay (i.e. salary or wages) got by a civil servant at the close of every month in replace of services or responsibility accomplished so as to fulfil purposes of the organisation.

**viii) Linking Training to Employee Performance**

Training is extremely significant for employee's performance as it aids in developing competencies in employee and aid organisation to maintain its workforces through satisfaction and inspiration (Tolulope & Joshua, 2016). Training has to be successful if it would accomplish the required outcome as the ineffectiveness of training of workforces in the firm will have an opposing consequence on the organisational output. Ohemeng, et al. (2015) classified a number of glitches when it has to do with training. For a sample, they discovered that persons reason only about educational qualifications, and not about the talents and skills necessary to assist them to develop; and the cause for that is that training desires are not established on assessment information.

A research carried out by the San Diego State University (2007) shown that continuous training and development take personnel to a satisfactory stage of performance and retaining them occupied really has an important relationship to job satisfaction, morale and optimism thus influenced performance (Abdullah et al., 2012; Chee, Kamal & Gangaram, 2007; Thwala et al., 2012). The survey carried out by Athar and Shah (2015) specified that training boosts knowledge attainment, talent expansion, traits, and competencies as well as worker performance with effect for great output in any organisation. Pangarso, et al. (2014) were of the conclusion that training inspires the employee to attain the aim set by an organisation. They revealed in their study that training has optimistic effects on employee performance.

Akinbowale, Jinabhai and Lourens (2013) in their study presented that the training which workforces acquired bring about improvement in job performance. Paul, Olumuyiwa

& Esther, (2015) affirm that if workers were well inspired with the basic and suitable training requires, innovation would improve promptly on the work and this would lead to competitive placing. Okechukwu, (2017) in his study revealed that that training and development has a substantial effect on job performance. Tahir et al. (2014) considered training as a predictor that influence the efficiency and performance of worker. Dermol and Čater (2013) assert that “training and development” is a knowledge exercise that could support the workforces to raise their capacity and learning for better performance. Additionally, Bhat (2014) declare that training has a positive influence on worker performance, and it would improve an actual logic that will raise the growth of commitment amongst the workforces. Reviews have indicated that training have substantial effect on occupation performance.

*Based on the above discussion the study proposed that there is a positive effect of training on employee performance*

#### **ix) Linking Job Promotion to Employee Performance**

Promotion is important to both the organisation and the worker because it creates increasing challenges, employee growth and on-the-job-learning i.e. it offers the individual an opportunity to develop fully his or her potentials. Usman (2005) in his work while discussing job performance asserted that promotion usually enhances performance, he stated further that promotion does not only bring money to the employee but also a mark of recognition to him. Teseema and Soeter (2006) say that there is a good connection between promotion practice and perceived worker performance. In the same vein, Nawaz, Aleem & Hamed (2012), concluded that job promotion affects performance. Therefore, “if organisations want to accelerate the performance of employees in the organisation, fair promotional opportunities should be given to employee” (Park, Mitsuhashi, Fey & Bjorkman, 2003). Wan, Sulaiman and Omar (2012) lamented that devoted workers who have done their best for the firm that eventually not been promoted would observe that the firm is not viewing after their wellbeing. Dissatisfaction may be established and the output of staffs that are not promoted could fall. However, there is a smaller amount of commitment and slight effort is likely, as it is doubtful that employees that do not satisfy would be inspired to offer their best to the organisation.

Lind and van den Bos (2002) pronounce that in indeterminate circumstances observed practical fairness influence how personnel respond. This is specifically so in promotions, as career progression influence personnel psychologically and financially. Observed practical fairness in the upgrade of employees is likely to affect workers that are not promoted. Therefore, it will definitely affect the performance of employees. Bidwell (2011), notes that promotions within the organisation are generally thought to be cheaper for the firm and are more likely to lead to higher quality employees. Performance appraisal according to Cheng (2014) is significant to supervisors in making organisational judgments on the promotion and pay as well as retaining or terminations of the worker. Gibson, Harris and Harvey (2007) maintain that the regularity of performance evaluation to a great influence determining work promotion practice in the organisation. They further observe that appraisal is linked with promotion practice conducted in the organisation.

In an investigation done by Wan, Sulaiman and Omar (2012) revealed that the entire employees established that unfair promotion processes would have an influence on the organisational commitment, career satisfaction, determined to leave, and employee performance. Their findings also revealed that the performance of employees was probable to be influenced if the processes in promotion decisions are not fair. Paul, Olumuyiwa and Esther (2015) in their research shows that if there is fairness in managerial decisions and

objective with equitable distribution of reward and promotion for work done, it would improve workers' obligation and devotion in the institute.

Femi, (2013) did an investigation to study the influence of appraisal of performance on work promotion exercise in Wema Bank, Nigeria. The finding shows that there is a substantial effect on performance appraisal and work upgrade exercise. More so, in a study conducted by Ikemefuna and Chidi, (2012) it was established that performance evaluation is employed as a valuation instrument for promotional activity. In a study conducted by Abdulla, Djebarni and Mellahi (2011), the outcome shows that promotion chance is an essential determinant of employee performance in organisations. If people reason that they would not have ample promotion potentials, they could be disturbed badly.

*Based on the above discussion the study hypothesised that there is a positive effect of job promotion on employee performance.*

#### **x) Linking Performance Feedback to Employee Performance**

Feedback is an act involved to give information relating to certain attribute(s) of worker's work performance. Previous investigation has indicated that clarity about anticipations and the delivery of performance feedback increase member of staff satisfaction and performance levels. Paul, Abeguki, Hezekiah and Ifiavor (2014) assert in their study conducted that personnel established that if they got consistent feedback about their performance on the employment, it could maintain competitive placing for the institute. As this drive aid them to classify their faintness and fortes which could always give chances to the firm they are working with and a menace to their contenders.

The APSC (2012) studied a link between workers receiving "quality feedback and other forms of support, including coaching on the one hand, and higher engagement, commitment and performance levels on the other". It was discovered from the report that better performance is linked essentially with obtaining feedback and a better appointment is achieved by acquiring feedback that the worker perceives as productive or positive. The results also revealed that the need for personnel to acquire feedback and backing, with the benefit being greater performance, engagement and aim to stay. It is on this note that Hawk, (2012) states that Individuals employ imagination, and inspiration to elucidate difficulties when they receive positive feedback on their views and assured that communication lines are accessible.

Saeed and Shahbaz, (2011) assert that dearth of communication amongst the personnel is a key contributor element to employment dissatisfaction that in shot upsets worker efficiency. This is typically an effect of the administrative workforce that is inaccessible and prepares not know how to relay to their staffs on an individual or expert extent (Branham, 2005). Gregory, et al. (2009) declares that when workers deem neglected in giving feedback, they would incline to achieve at a lesser level that invariably affects the excellence of service delivered to the community. Thus, once feedback is not conveyed to the workforces via message on how they have done against the established goals, they would certainly disappoint to identify how they could better their performance in the upcoming, in this regard, they would be become frustrated with the occupation.

*Based on the above discussion the study hypothesised that there is a positive effect of performance feedback on employee performance.*

#### **xi) Linking Performance Recognition on Employee Performance**

Recognition and appreciation are essential mechanisms of a winning planned award scheme. Displaying appreciation to personnel by recognising brilliant performance is probably to

boost worker inspiration and residency behaviours. Hooi (2012) emphasise that immediately rewarding and recognising a respectable occupation would enhance the determination and inspiration of workforces, which invariably would add to improved performance. The recognition of the subordinates' work accomplishment by the superior improves their employment contentment level (Yen & McKinney, 1992).

Mollel, Mulongo and Razia, (2017) revealed in their research that there is constructive association amongst appraisal recognition and efficiency of the worker. They stressed further that feedback and recognition are imperative to staff performance and certainly affect employee output in the institute. Rising employee fulfilment via recognition must be employed as a device for preserving proficient employees and shield out less effective. Kepner (2009) and Agbar (2010) found that member of staff recognition in relations of financial and nonmonetary enticements is significant in workforce efficiency. Furthermore, Dhameja (2009), and Urbancove and Linhartove (2011) establish that appreciation for great performers likewise functions as a challenge for depressed performers for employees to jerk up the determinations toward the anticipated performance.

In addition, Heathfield (2016) gives emphasis to the excellence of work life rewards and recognition to enhance value to the whole reward package. In this regard, Williams (2002) expresses that employees valued formal praises and honours, a favourable reference in organisation publications, freedom regarding work responsibilities and/or hours, increased duty, and more participation in setting objectives. Behaviours like providing recognition to exceptional performance relatively than being precarious of poor performance, being eager to discuss differences, recognising juniors' thoughts and connecting a person's occupation to component aims were totally applicable to fundamental outcome measures

Moreover, a study conducted by Kampkötter (2014) shows that performance valuations with fiscal significances are, on normal, positively correlated to a sensation of employment associated recognition from supervisors, regulatory, amid others, for employment gratification and preceding recognition extents. These workforces are also appreciably further to maintain that the recognition is in agreement with their provided efforts. This corroborates past investigation on the significance of appropriate effects of appraisal schemes such as performance recognition, supervisor feedback, and participation within the appraisal process. To enhance worker performance, it is pertinent that supervisor expresses appreciation via personal messages, an expression of cheers, or even a signal and a beam. On an additional note, a public declaration of appreciations in assemblies or recompensing them for an occupation well-done would positively influence the organisation.

*Based on the above discussion the study hypothesised that there is a positive effect of performance feedback on employee performance.*

### ***xii) Linking Financial Reward to Employee Performance***

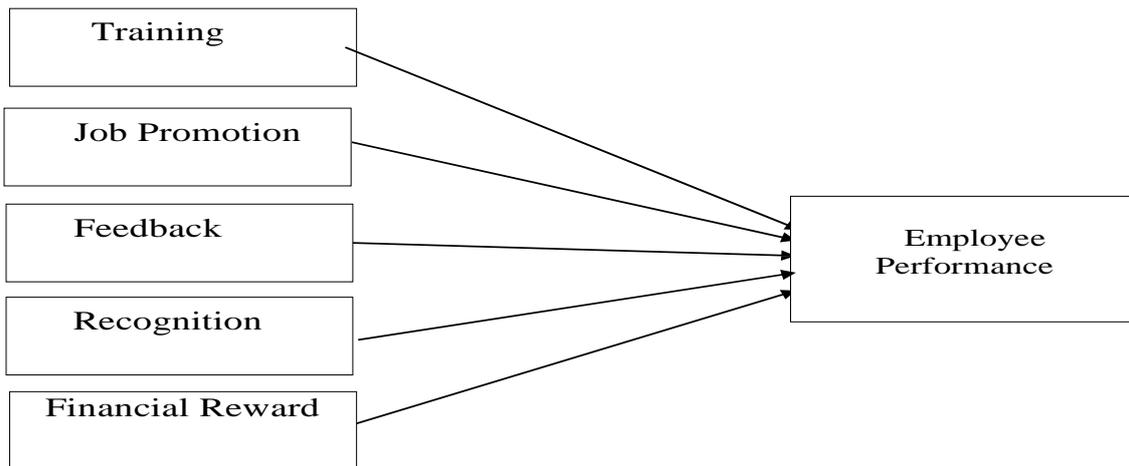
Personnel desire payment scheme that they observe as being reasonable and equivalent to their services and anticipations. Ting (1997) emphasises that the importance of pay is powerfully determined of work contentment. Therefore, the association concerning pay exercise and work fulfilment is worthwhile to influence inspiration of employee performance then accomplished greater efficiency. The theories of efficiency assert giving a higher salary could occasionally increase works' efficiency. Akerlof (1984) expresses that the harder employees perform "the higher is the cost of being caught shirking and the higher is the probability of being caught shirking". A greater remuneration increases employee performance due to the greater cost to workforces of losing the job. Invariably, the remuneration system is inspired by employees' performance. Also, according to him, a greater salary upsurge effort by enhancing workers' loyalty to the firm.

Moreover, in research studied by Shahzad et al. (2008), the results have shown a positive relationship between payment practices with the performance of university teachers in Pakistan. In a study conducted in China and Hong Kong, it was indicated that payment elements are essential aspects to retain and inspire workforces (Randy & Richard, 2002). Tongo (2005), stressed in his findings from other studies to reveal that the low productivity connected with Nigeria's public servants could be upturned if they were offered with some financial incentives. Oscar (2012) in a study on the poor civil servants and poor civil service in Tanzania posits that the performance of any employee (public or private) would depend to some measure/degree on how he or she is remunerated.

Furthermore, employees believe to be properly paid for the job they are performed. If this belief does not happen, then employees would possibly be frustrated with their occupations, unfavourably influencing their performance. In broad, when incentives are raised by the organisation, it will reduce the propensity of the employee to quit (Morrell et al., 2004) and this may invariably influence his performance. Therefore, an organisation should make or encourage pay reviews as a method to find whether the wages and benefits the organisation is giving are equivalent to other organisations.

*Based on the above discussion this study hypothesised that there is a positive effect of financial reward (pay) on employee performance.*

Figure 1: Suggested Framework



The framework part of the study is an empirical study comprises of the independent variables, which is all about the effect of training, job promotion, feedback, recognition and financial reward on employee performance as shown in Figure 1 above. The purpose of performance appraisal cannot be overemphasised. What may perhaps be comprehended from this framework is that, when organisations are ready to provide regular training, promoting employees as at when due, giving feedback regarding their performance, giving recognition for a job well done and remunerate them appropriately, no doubt performance level of employees would be great.

## RESEARCH METHODOLOGY

This research did a logical assessment of literature mainly on performance appraisal and employee performance in establishments. The study is equally qualitative in nature which is based on the process of secondary data sources. It reviewed literature on diverse

performance appraisal purposes (training, job promotion, feedback, recognition and financial reward) and employee performance as revealed in journal articles, newspaper, books and published theses.

Furthermore, this study is underpinned by the expectancy theory of Victor Vroom (1964). The theory displays that workforces would be induced to do better when they see their labours would steer to more and better performance (expectancy), that superior performance would influence in inducements (instrumentality) and that inducements are important to them (valence). The application of the theory to this study supports the view that training, promotion, financial rewards, feedback and recognition are effective ways toward inducing civil servants to achieve optimally in their respective/various assignments.

## CONCLUSION

This study in general assesses the effects of training, job promotion, feedback, recognition and financial reward on performance of employee. It contends that, the constant poor performance of worker encountered by numerous organisations is due to the dearth of a complete of the five variables, which the study has discussed. The framework has consequences for organisations, supervisors and other interested party. It is hopeful that, to improve performance of worker, organisations should give consideration to the provisions of this framework. This has turn out to be essential because it encompasses the basic principles required for inducing workforces to put in their best. However, it is indispensable to observe that human beings by disposition are constantly at their greatest when they obtain commendations/recognition and feedback on performance. Likewise, sufficient training, financial encouragements, and appropriate promotion gained by employees are basic elements to influence the performance of the workforce. The framework would further aid in the development and use of expectancy theory in organisations.

In sum, this conceptual work has made some theoretical, contextual, and managerial contributions, as it theorises that the effect of performance appraisal purposes on the performance of civil servants in Nigeria. Thus, it contributes to the present body of knowledge on employee performance. It can equally be a useful guide for stakeholders and policy makers in Nigeria on how they can boost the performances of employees in the organisations. However, the proposed model is a conceptual nature. Thus, the model can be empirically solidified further via collection and analysis of relevant data.

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