

Performance Appraisal and Employee Productivity in Public Organizations: An Empirical Study of the Delta State Ministry of Education

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ABSTRACT

The study investigated the effect of performance appraisal on employee productivity in Ministry of Education, Delta State of Nigeria. The concern about decreasing productivity in organizations and the perceived ineffectiveness of performance appraisal systems in public sector institutions led to this study. The specific objectives were to determine the effect of performance appraisal practices on employee productivity, establish the relationship between performance appraisal techniques and employee productivity, and establish the contribution of performance appraisal results on employee productivity. This study was built on the Goal-Setting Theory formulated by Locke & Latham. A descriptive survey research design was adopted for this study, using primary data which was obtained using structured questionnaires administered to employees of the Ministry of Education in Delta State. The data obtained was analyzed using descriptive statistics and multiple regression analysis at 0.05 level of significance. The study found that performance appraisal practices affect employee productivity to a significant level, that there exists a significant positive relationship between performance appraisal techniques and employee productivity, and that the contribution of performance appraisal results to improvements in employee productivity is statistically significant. It was also revealed by the regression results that the independent variables accounted for a large portion of the variance in the dependent variable. In conclusion, it was stated that an effective, fair, and transparent performance appraisal system is vital for improving employee productivity and effectiveness of the Ministry of Education, Delta State of Nigeria. The study recommended that the Ministry should reinforce its performance appraisal practices and strategies, and that objective and participative appraisal methods, timely feedback mechanisms, linkage of appraisal outcomes with rewards and promotion as well as training of the appraisers, are essential to improve employee productivity and effectiveness in the Ministry.

KEYWORDS: Performance Appraisal, Employee Productivity, Performance Appraisal Practices, Performance Appraisal Methods

INTRODUCTION

Employee productivity continues to be a crucial aspect for organizations in today's globally competitive and technology-driven business world. Across developed and developing nations alike, organizations are relentlessly searching for ways to boost employee efficiency, effectiveness and productivity. One of the most ubiquitous HR practices used for the purpose of enhancing productivity is performance appraisal (Armstrong & Taylor, 2023). A robust performance appraisal system does not only

evaluate how a person is performing at work but also works as a motivator, makes the individual accountable, and helps both the employee to grow professionally and the organization to develop as a whole.

On a global scale, performance appraisal is also gaining more focus than ever before due to rapid workplace changes, digital revolution, and the growing need for improved productivity. Modern organizations are quickly moving from traditional once-a-year performance reviews to more frequent performance management approaches that place greater emphasis on regular feedback, coaching, and employee engagement. According to the International Labour Organization (ILO), a modern performance management approach with regular feedback and coaching can significantly increase workplace productivity and enhance the organization's efficiency. A similar report by Gallup (2024) reveals that organizations with highly engaged employees have significantly better productivity, profitability, and retention rates than those with poorly functioning performance management practices. The same report highlights the huge financial costs that can be incurred by the global economy every year due to disengagement of employees and ineffective performance management.

Moreover, the link between performance appraisal and employee productivity is well-established in various research studies. Empirical evidence suggests that effective performance appraisal systems contribute positively to the employee's commitment, satisfaction, motivation, and productivity by setting clear goals and providing them with development opportunities (Patel & Pathak, 2024). Performance appraisal can also serve as an important tool for organizational effectiveness by aligning employee's career aspirations with those of the organization and improve the competitiveness of the company.

However, on the local level and in particular sub-national public sector institutions in Nigeria, there have been reports of poor employee productivity linked to factors such as weak appraisal systems, lack of regular feedback, favouritism and absence of performance-based reward systems (Salami, 2024). A large number of organizations treat appraisal exercise as just a routine procedure for reporting rather than using it as a strategic tool to improve productivity and employee growth. Therefore, employees are usually dissatisfied with the process and are not motivated to perform in alignment with the organization's goals and objectives. There is a dire need to investigate the relationship between performance appraisal and employee productivity especially in local organizations where the effectiveness of HRM systems is central to the efficiency of service delivery and performance outcomes. This study will thus explore the extent to which performance appraisal affects employee productivity in the Delta State Ministry of Education, while providing insights for managers and policymakers on effective design of performance management systems.

STATEMENT OF THE PROBLEM

One of the vital factors determining success, effectiveness and competitiveness of any public or private organization is the productivity of employees. Ironically, despite investment in the practice of managing human resources, many organizations are witnessing low performance of employees, low level of employee commitment, absence from work (absenteeism), and lack of efficiency and effectiveness among workers. Globally, performance appraisal has increasingly been seen as a strategic tool to increase the productivity of employees through providing frequent and direct feedback, performance review, employee training and development.

Conversely, it is evidence that badly-designed and/or poorly-implemented performance appraisal systems may not achieve desired goals and in effect cause dissatisfaction and demotivation, low performance and low productivity among workers (DeNisi & Murphy, 2017). The failure of some organizations in integrating performance appraisal systems with organizational objectives and employee aspirations is becoming a critical issue to the management. In Nigeria the issue is also pronounced, many organizations are facing the problem of ineffective performance management systems in their organization, characterized by bias, subjectivity, favoritism, poor feedback system and weak reward system (Onwuchekwa & Okolocha, 2024). There have been reports that performance appraisal in many organizations in Nigeria are carried out simply to comply with organizational procedure, for promotion and

salary adjustments purposes, rather than as an intervention for increasing performance and productivity among employees (Aguinis, 2019; Iheriohanma & Oguwuike, 2023) and that employees see it as an unfair practice which is not developmental in nature resulting into low employee motivation, job dissatisfaction, and low organizational commitment. This has in turn led to continued low productivity among the Nigerian organizations, despite having formal performance appraisal system.

In addition, many private and public organizations are experiencing falling levels of productivity of employee, long duration in rendering of services and organizational inefficiency as a result of poor performance appraisal system. The use of performance appraisal to improve performance and productivity remains an area to study. Many organizations fail to exploit performance appraisal to improve employee productivity. There is a need to determine the level at which performance appraisal impacts upon employee productivity. The study has as its aim to examine what influence has performance appraisal on employee productivity in the Delta State Ministry of Education and under what conditions it becomes more effective?

In this context, the researcher endeavors to address the following research questions;

- i. To what extent are performance appraisal practices implemented in the Ministry of Education in Delta State?
- ii. What relationship exists between performance appraisal methods and employee productivity in the Ministry?
- iii. To what extent does performance feedback contribute to employee productivity?

OBJECTIVES OF THE STUDY

The main objective of this paper is to examine performance appraisal and employee productivity in the Delta State Ministry of Education. The specific objectives include:

- i. To determine the extent to which performance appraisal practices are implemented in the Ministry of Education, Delta State
- ii. To determine the relationship between performance appraisal methods and employee productivity in the Ministry.
- iii. To evaluate how performance appraisal outcomes contribute to improvements in employee productivity.

RESEARCH HYPOTHESES

- H₀₁:** Performance appraisal practices have no significant influence on employee productivity in the Ministry of Education in Delta State.
- H₀₂:** Performance appraisal methods have no significant relationship with employee productivity in the Ministry.
- H₀₃:** Performance appraisal outcomes do not significantly contribute to improvements in employee productivity.

LITERATURE REVIEW

Performance Appraisal

Performance appraisal is seen as a vital human resource management process to appraise the performance of employees and the extent to which the organization's objectives are being met. Mondy and Martocchio (2016) perceive it as a formal process that entails the reviewing and appraising of individual or group performance against predetermined standards and the communication of the appraisal results to employees. In addition, Briscoe, et al. (2018) report that the process of appraisal allows the managers to review employee skills and abilities, detect performance discrepancies and make efforts to improve individual and organizational performance. Furthermore, Ivancevich and Konopaske (2013) claim that appraisal systems form a basis for administrative decision-making, for instance, promotions,

compensations, training and career plans. The development role of performance appraisal has also been underscored by researchers. Mathis, et al. (2017) propose that a suitable appraisal system should incorporate honest and objective feedback to employees in order to improve employee performance and commitment. Cascio and Aguinis (2019) believe that performance appraisal is an ongoing process to assist organizations in achieving the integration of employee behavior with organizational strategies while identifying development areas for employees.

Schermerhorn, et al. (2012) maintain that an effective and well administered appraisal process will lead to enhanced performance, job satisfaction and overall organizational productivity if it is impartial, open and inclusive. Inefficient appraisal processes which involve bias and lack of proper feedback mechanism, on the other hand, will only result in low employee morale.

Employee Productivity

Employee productivity is the ability of employees to utilize skills, resources, and time efficiently and effectively to meet the goals and objectives of an organization. Daft (2022) explains that employee productivity is the measure of the amount of goods produced per input into a production process and is a reflection of efficiency of an organization. Griffin (2021) asserts that employees are productive when they produce high-quality outcomes in a defined period of time and use organizational resources prudently. Furthermore, Kinicki and Fugate (2020) argue that employee productivity is a consequence of a number of things such as employee motivation, capability, working conditions, leadership behaviour, organizational rules and regulations.

Consequently, organizations with excellent work environment and employee-focused policies stand a better chance to record improved productivity and higher level of success. Additionally, other academics and practitioners argue that employee productivity is the key to business growth, competitiveness, and sustainability. Kreitner and Kinicki (2019) contend that productivity of workers ensures efficiency of an organization by providing better customer services, more innovations and higher profit levels. Likewise, Colquitt, et al. (2021) suggest that the employee productivity depends on the employee's ability, motivation and opportunity for good work and that the organization has a significant role to play in ensuring these factors are optimized for optimal performance. Luthans (2021) highlights that increased productivity results from high employee satisfaction and high job commitment which are normally supported by an effective performance management system whereas decreased productivity often leads to increased costs of operations, low business productivity and declining level of productivity and competition.

Performance Appraisal Systems in Nigeria Public Service

In the Nigerian Public Service, performance appraisal systems have emerged as a significant administrative tool used in evaluating staff performance, promoting accountability and enhancing service delivery. Previously, Nigerian public administration practice was characterized by the Annual Confidential Report (ACR) system which was often subjective, emphasizing personality over tangible performance outcome (FCSC, 2021). In view of the shift to a more results-oriented and objective system, performance management system and Annual Performance Evaluation Report (APER) which emphasis goal-setting and performance outcomes has since been adopted (FCSC, 2021). Indeed, the fundamental purpose of performance appraisal in the Nigerian public sector, as noted by Adebayo (2020), is to provide a basis for decisions on promotion, training, career advancement and staff utilization, thereby enabling them make useful contributions towards organizational objectives.

However, several scholars and practitioners have cast doubt on the effectiveness of these performance appraisal systems in Nigeria's public sector. Ohemeng and Ayee (2016) maintained that in many African public services, including Nigeria, performance appraisal systems are characterized by subjectivism, patronage and lack of effective feedback and this makes the performance appraisal process ineffective. Also, Okotoni and Erero (2021) posited that many public servants' views appraisal as a mere

ritual rather than development as outcome of appraisal has no bearing on rewards, career path and individual development plan of public employees and this often does not result in meaningful work improvement and increase in public sector efficiency.

Moreover, several researchers have identified several institutional challenges that impinge on the effective application of performance appraisal in Nigeria's public service sector. These include the insufficient training for appraise and evaluators, inadequate feedback mechanisms, poor communication of performance targets, political interference and lack of clear objective performance criteria (Akinwale & George, 2023). The Bureau of Public Service Reforms (BPSR, 2022) argue that it is necessary to strengthen performance appraisal through mechanisms such as regular feedback, staff capacity building, and use of performance technology tools and approaches to enhance productivity and achieve the reform agenda of the Nigerian public sector.

THEORETICAL FRAMEWORK

This study is predicated on Goal-Setting Theory that was introduced by Edwin Locke in 1968 and developed later by Locke and Latham (1990). The theory postulates that specific, difficult, and clear goals will elicit higher levels of employees' performance than vague and easy ones. According to Locke and Latham (2002), employees will perform more effectively if they have clear understanding of what they are expected to do and if they get adequate and timely information concerning their performance on organizational objectives. The theory highlights clear goals, commitment, feedback and complexity of task as important antecedents of performance and productivity of employees.

Goal-Setting Theory is applicable in this study on the ground that performance appraisal systems set clear standards, offer opportunities to establish specific, measurable and attainable goals, and offer the employee feedback on their achievements. Performance appraisal helps employee know the extent to which the organizational set goals have been achieved and know areas needing improvement as Latham and Locke (2007) puts it. The theory postulates that Feedback provided through appraisal motivates employees to perform better, creates a more positive job-satisfaction, and also enhances the employee's level of organizational commitment. Thus, performance appraisal systems contribute to employee productivity through motivating employees to be productive to meet organizational expectation.

The theory in this context is applicable in the study due to the assertion that employee would likely perform better when performance expectation and criterion are transparently defined in a manner that feedback will be provided to measure employee productivity level in the Nigerian Public service particularly Ministry of education. Thus, the theoretical construct in the study provides a conceptual context through which the effect of performance appraisal system on employee productivity could be explained in the Nigerian Public service.

Challenges of Performance Appraisal in Public Organizations

There are a number of challenges facing the application of performance appraisal in public sector organizations that hinder the achievement of employee performance and productivity. One of the challenges faced by public organizations in conducting effective performance appraisal systems is subjectivity and bias during the process. Armstrong (2021) indicates that when an appraiser allows personal relationship, favouritism and prejudiced opinion while ratings then the resultant rating are not impartial. In similar lines, Dessler (2020) says that appraisal system cannot maintain credibility if errors of personal bias such as halo effect, lenient effect, and central tendency are not considered. Generally, an appraisal is seen by employee in many public sector organizations as a subjective and bias appraisal and so they lack trust in it that may adversely affect their productivity.

Another important challenge facing the successful appraisal is the non-availability of performance standards and lack of effective feedback. It is very rarely that public organizations develop performance indicators that enable a systematic measurement of an employee's output. Aguinis (2019) aver that an effective performance appraisal system begins and ends with clearly defined job objectives and, of course,

employee and supervisor feedback. Many public organizations conduct appraisals simply to fulfil an administrative process; however, it is often rarely followed by effective feedback about employees' strengths and weaknesses to enhance productivity.

Moreover, inadequate training of appraisers and poor linking of performance appraisals with rewards also represent major challenges to the effective application of the performance appraisal process in public sector organization. Mathis, et al. (2017) pointed out that supervisors that have not received sufficient training regarding performance evaluation procedures are apt to commit more appraisal errors and more prone to inconsistent rating criterion application. Furthermore, performance appraisal outcomes are also not always correlated to promotions, training, rewards and other developmental activities thus making the appraisal process redundant and less effective for many public employees (OECD, 2021). Also, administrative and procedural requirements, political interference, lack of resources and employee resistance to change makes performance appraisal in public organizations less effective.

METHODOLOGY

A survey research design was used in collecting data from the study target participants, in order to determine the relationship between performance appraisal and employee productivity in the Delta State Ministry of Education. The ministry is estimated to be about 506 staff when considered from an employment in the ministry perspectives and extracted from the government related information (2025) on civil work-force within the state as gotten from the Delta State Head of Service. These comprises of those in administrative department, staff and officers in the ministry management and core staff and does not reflect that those staff working in the state-owned schools (primary and secondary schools) those working with state-owned education board such as state post-primary Education Board as well as those in the state-owned tertiary institutions within the state. To determine an appropriate sample size, Taro Yamane's (1967) formula for finite populations is used:

Where:

n = sample size

N = population size (506)

e = level of precision (0.05)

Calculation

$$n = \frac{506}{1 + 506(0.05)^2} = \frac{506}{1 + 506(0.0025)} = \frac{506}{1 + 1.265} = \frac{506}{2.265} \approx 223$$

Thus, the base sample size is approximately 223 respondents.

Non-Response Adjustment

To account for possible non-response or incomplete questionnaires, the sample size is increased by 10%:

Adjusted Sample Size = $223 + (223 \times 0.10) = 223 + 22.3 \approx 245$

Therefore, the final sample size for the study is 245 respondents.

A total of 245 copies of questionnaire were given to the respondents, as shown by the sample size of 245. For the analysis, Multiple regression analysis was utilized with the help of SPSS to test the hypotheses formulated.

Data Analysis and Presentation

A total of 245 questionnaire copies were given to employees of the Ministry of Education Delta state, and all of them were returned to be used for the study which is a 100 percent return rate.

Testing of Hypotheses

H₀₁: Performance appraisal practices have no significant influence on employee productivity in the Ministry of Education in Delta State.

H₀₂: Performance appraisal methods have no significant relationship with employee productivity in the Ministry.

H₀₃: Performance appraisal outcomes do not significantly contribute to improvements in employee productivity.

The researcher at this point tested the hypotheses as follows:

To analyze these hypotheses using Multiple Regression Analysis, the general regression model is:

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + e$$

Where:

Y = Employee Productivity (Dependent Variable)

X₁ = Performance Appraisal Practices

X₂ = Performance Appraisal Methods

X₃ = Performance Appraisal Outcomes

β₀ = Constant (Intercept)

β₁, β₂, β₃ = Regression Coefficients

e = Error Term

The regression model can be expressed as:

$$EP = \beta_0 + \beta_1 PAP + \beta_2 PAM + \beta_3 PAO + e$$

where:

EP = Employee Productivity

PAP = Performance Appraisal Practices

PAM = Performance Appraisal Methods

PAO = Performance Appraisal Outcomes

Correlation Analysis

Table 1: Spearman Rank Correlation Matrix

Variables	EP	PAP	PAM	PAO
EP	1.0000			
PAP	0.9794	1.0000		
PAM	0.9907	0.9695	1.0000	
PAO	0.9944	0.9789	0.9849	1.0000

Source: STATA Output, (2026)

Table 1 result represents the correlation of all independent variables to Employee Productivity (EP), Performance Appraisal Practices (PAP), Performance Appraisal Methods (PAM) and Performance Appraisal Outcomes (PAO) using the Spearman Rank Correlation technique. This variable shows coefficients that range from 0.9695 to 0.9944. This has proven the fact that the variables have very high positive significant relation. Performance appraisal practice (PAP) shows a correlation of 0.9794 to the employee productivity (EP).

It proves a very high positive significant relationship between PAP and EP, and indicates that increased performance appraisal practice efficiency leads to an increased in employee's productivity within the Ministry. There is an extreme positive significant relation between performance appraisal methods (PAM) and the employee productivity (EP), a relation that is shown through the coefficient relation of 0.9907. A significant positive relationship between the outcomes of performance appraisal (PAO) and the employee's productivity (EP) of 0.9944 is found and this suggests that rewards, feedbacks and promotions, which are outcomes of performance appraisals have influence on employee productivity, to be highest among others. The relations between all the variables; performance appraisal practices (PAP) and methods (PAM), performance appraisal practices (PAP) and outcomes (PAO), Performance Appraisal methods

(PAM) and outcome (PAO) are 0.9695, 0.9789 and 0.9849 respectively, these three have a significant positive relation that are expected to be in favor of employee productivity of a Ministry.

Conclusively, the study revealed that performance appraisals practices, methods and outcomes have a positive and significant relationship to employee productivity in the Ministry of Education, Delta State.

Table 2: Multiple Regression Results

Variables	Coefficient	Std. Error	t-value	p-value
Performance Appraisal Practices (PAP)	0.0988	0.0263	3.75	0.000
Performance Appraisal Methods (PAM)	0.3837	0.0308	12.46	0.000
Performance Appraisal Outcomes (PAO)	0.5226	0.0370	14.12	0.000
Constant	-0.0258	0.0241	-1.07	0.284
Model Summary:				
R ²				0.9933
Adj. R ²				0.9933
F (3, 241)				11971.67
Prob > F				0.0000
Number of Observations				245

Source: STATA Output, (2026)

Hypothesis One (H₀₁)

H₀₁: Performance appraisal practices have no significant influence on employee productivity in the Ministry of Education, Delta State.

The regression results show that the coefficient of PAP (performance appraisal practices) is 0.0988 with p-value of 0.000 which is lower than 0.05 level of significant. Hence, we can conclude that the PAP has a significantly positive effect on employee's productivity. The relationship of PAP to employee productivity indicates a positive association between the PAP and employee productivity, suggesting that an increase in PAP (evaluation conducted on a regular interval, performance appraisal process procedures been defined and feedback given to employee on their performances) leads to increased employee output, the null hypothesis H (0) is rejected and the alternate hypothesis H_a is accepted. The findings of the regression suggest that PAP contribute significantly to employee productivity of the Ministry.

Hypothesis Two (H₀₂)

H₀₂: Performance appraisal methods have no significant relationship with employee productivity in the Ministry.

The result reveals that performance appraisal method (PAM) has a value of 0.3837 for coefficient and p-value of 0.000 which are smaller than 0.05. This means that the appraisal methods have positive significant relationship with the productivity of the employees and indicated that there is a highly correlation between the two variables and the higher coefficient than the PAP indicates that the selection of application of the methods on performance appraisal, rating scale, and supervisor judgment have larger impact on the employee productivity. The null hypothesis is being rejected, and it shows that the selected methods of performance appraisal in implementation to a particular organization influences employee's productivity.

Hypothesis Three (H₀₃)

H₀₃: Performance appraisal outcomes do not significantly contribute to improvements in employee productivity.

The regression analysis outcome shows the performance appraisal outcomes (PAO) has coefficient of 0.5226 with p value of 0.000. Hence, it is significant at 5% level and means that performance appraisal

outcome such as promotion, feedback and reward impacts employee performance significantly and hence null hypothesis (H₀) is rejected. And the positive correlation between employee performance and PAO indicated that PAO has a high significant positive influence to employee performance and motivation, particularly when PAO is being utilized in an appropriate way.

Overall Model Significance

The overall regression model also showed a significance F value of 11971.67 and Prob > F=0.000 which is lower than the significance level of 0.05. It could also be argued that performance appraisal systems and practices and processes and performance appraisal outcomes as a whole strongly and significantly impacts on the productivity of the employees in general. This can be also evidenced by the value of R=0.9933 which implies that 99.33% variation of employee productivity can be explained by the independent variable included in the model and dependent variable, employee productivity. This implies a high correlation and hence based on the overall regression model analysis result and probability F-value=0.000 which is lower than the significance level of 0.05, the study accepts that performance appraisal systems influence employee productivity at significantly in the Ministry of Education, Delta State.

DISCUSSION OF FINDINGS

This study discovered that performance appraisal practices are significantly responsible for improved employee productivity in Ministry of Education in Delta State. Multiple regression results indicate positive and significant effect of performance appraisal practices on employee productivity. This simply mean that when Ministry of Education, Delta State has the effective performance appraisal system, like conducting reviews, the evaluation criteria for the performance will be fair, as feedback will be useful in order for the staff of the ministry of Education to be more productive. This study agreed with the finding of Onwuchekwa & Okolocha (2024) that performance appraisal process serves to provide employee with clear standards of performance and opportunities to develop that will result in higher level of commitment and productivity.

This study agreed with the findings of Uzochukwu et al. (2024) that fair and transparent appraisal practices significantly improve employee performance and organizational outcomes in Nigerian Public Service Organizations. The study further shows that performance appraisal methods have significant impact on employee productivity in Ministry of Education in Delta State. It implies that the manner in which employee's performance is assessed such as; performance appraisals, goal oriented, or management-by-objectives systems. This finding supports Aguinis (2019) where he stated that the effectiveness of the entire performance appraisal process is largely dependent on the selection of the right kind of methodology. This also supported Salami (2024) who noted that effective and participatory approaches to performance appraisal would result in increased motivation of staff and also result in increased level of Job satisfaction and productivity of public servants in Nigeria.

Therefore, appropriate and transparent performance appraisal methods can greatly enhance employee performance and can facilitate in achieving organization objectives. Lastly, the finding also shows that performance appraisal outcomes significantly responsible for improvement of employee productivity in Ministry of Education in Delta State. This indicates that how appraisals outcomes such as; Promotion, recognition, Training and opportunities, Performance feedback improves employee productivity in the Ministry of Education in Delta State. This supported the goal setting theory of Locke and Latham (2002) which postulates that providing feedbacks on performance helps people toward goal completion, rewards are seen as powerful motivation tool for performance increase. This also supported DeNisi and Murphy (2017) where he maintained that if appraisal outcomes are used to develop or reward staff members, they are more likely to be accepted. Therefore, it can be concluded that effective performance appraisal system is needed in improving employee productivity in the ministry of Education in Delta State.

CONCLUSION AND RECOMMENDATIONS

The result of this study clearly showed that appraisal system has a high degree of relationship with the performance of employees of the Ministry of Education, Delta State. It further indicated that performance appraisal practices, performance appraisal methods, and performance appraisal outcomes have a high degree of influence on employees' productivity. For example, it was discovered that regular appraisal practices, objectivity of evaluation standards, constructive feedback improves efficiency and loyalty of employees to the organization's goals. Also, appropriate appraisal method leads to motivation and increased job performance, and positive appraisal outcome in form of reward like promotion, recognition and training helps employees perform better in their respective job roles. Based on this study, an effective, efficient, transparent and objective performance appraisal systems will remain an indispensable tool in ensuring the increase in employee productivity in the Ministry of Education, Delta State. Further, it is a clear indication that if a performance appraisal system is properly designed and linked to an employee's development and reward system, it goes a long way in contributing to the overall success of an organization, in terms of improved services and achievement of set objectives.

Recommendation

Based on the findings of the study, the following recommendations were made:

- i. The Ministry of Education should strengthen its performance appraisal practices by ensuring that employee evaluations are conducted regularly, objectively, and based on clearly defined performance indicators.
- ii. Management should adopt modern and participatory performance appraisal methods, such as Management by Objectives (MBO) and continuous performance feedback systems, to enhance employee involvement and commitment.
- iii. Performance appraisal outcomes should be linked to rewards and career development opportunities, including promotions, recognition, training, and professional development programmes, to motivate employees toward higher productivity.
- iv. Supervisors and appraisers should receive regular training on effective performance management techniques to reduce bias, favoritism, and subjectivity in the appraisal process.
- v. The Ministry should establish an effective feedback mechanism that enables employees to receive timely information on their performance and areas requiring improvement.
- vi. A transparent and technology-driven performance management system should be introduced to ensure accuracy, fairness, and accountability in the appraisal process.

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