STAFF PERCEPTION OF PERFORMANCE APPRAISAL AND ORGANIZATIONAL EFFICIENCY: A CASE STUDY OF AKWA IBOM STATE COLLEGE OF EDUCATION, AFAHA NSIT

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Abstract

This study was designed to investigate the staff perception of performance appraisal as an administrative strategy for Organizational Efficiency in Akwa Ibom State College of Education, Afaha Nsit. The study adopted a survey design. The study made used of cluster sampling method to select a sample of 340 from the population of 643 staff of the college. A researcher made questionnaire was the tool for data collection. Data generated from the instrument were analyzed using inferential statistics-chi-square. The findings of this study show that staff of the College, (both academic and non academic), do not significantly perceive the tools adopted for appraisal to be fair and objective but that job efficiency in the college relates to the right use of staff appraisal methods. A review of the performance appraisal tool in use was essential to achieving organizational efficiency. As such the degree of fairness should be improved upon and the staff rewarded accordingly, to allow for higher organizational efficiency.

Keywords: *Performance, Appraisal, Organizational Efficiency, Perception*

Introduction

Organizations can only win a competitive advantage for scarce resources through people (Alo, 2000). This means that organization can grow to the extent that people who work in such organization are supported to be efficient. However, Banjoko (1982) as cited in Obisi (2011) asserts that there is probably no programme in the arsenal of personnel management that is difficult to effectively implement and yet so fundamental to individual and organizational efficiency than performance appraisal. In business as well as in government, effective results are crucial to survival, since improved performance is a basic extension for individual and organizational growth.

For any public service or organization to get things done, human being must be used. In order to take full advantage of their skills and expertise as well get the best from them, something must be done to engage them and create the drive needed for them to exert their energies.This perhaps represents the place of appraisal which focuses on workers being assessed to achieve organizational goals. To do this, the creation of enabling motives is very necessary. The starting point in the study of appraising on work performance in public

service, and one important aspect of efficiency in the public service in Nigeria in general and Akwa Ibom State College of Education, Afaha Nsit. in particular is to look at the performance appraisal as an administrative strategy for organizational efficiency.

Why the question is necessary is because in most of our public service today, the reward system is based more on sentiments and values such as god-fatherism, nepotism, man-know-man, bribery and corruption etc. against this background, it has come to be agreed upon by scholars and experts on organizational theory and management that most organizations and their employees are performing below expectations because they are not appraised based on their professional background, technical proficiency and competence and objective performance on the job (Akinyemi 2010).

This research is undertaken with the academic mindset that performance appraisal which allows workers to be judged and rewarded based on merit is one important aspect of motivation because a worker (or workers) would be psychologically inspired to perform better when they know that their effort(s) would be appraised and rewarded meritoriously without recourse to sentiments that would be detrimental to their career and growth within the organization. The researcher equally intends to critically assess the role or the impact of performance appraisal of workers on organization efficiency. The study will also look at performance appraisal from the background of the fact that an effective and bias free performance appraisal system within an organization would build and boost the confidence of staff once they have faith and trust that the reward system within their organization is based on merit.

In many Nigeria organizations, performance appraisal as administrative strategy is viewed and conducted solely in terms of its evaluative aspect thereby overlooking its use for facilitating efficiency and development in employees through training, coaching, counseling and feedback of appraisal information. According to Banjoko (1982) performance appraisal is accorded a lesser role in Nigeria organization as more emphasis is given to selection, training, development and salary administration. This means that organizations are putting the cart before the horse and are in turn stifling genuine individual and organizational efficiency. It is foolhardy for organization to emphasize more on training without paying special attention to performance appraisal as Rao (1990) stated when he asserted that it is the outcome of performance appraisal that would reveal training needs.

All over the world, organizations are known to exist and function within complex and dynamic environment. This circumstance compels organizations to adopt innovative measures to meet the changing needs of the time and to close the gaps between goals and actual performance.

The most important among the response options to environmental dynamics is organization's focus on developing and improving the human resources of their organizations. This underscores the importance of the human resources to organizational goal attainment.

Indeed, of all organizational resources (human capital, finance, technology, etc.) the human capital has been identified as the most important factor of production. The degree of importance of the human capital can be better appreciated if it is viewed from its perspective as an organization's life-wire as it is the human element that moves the organization in the

direction of meeting the societal needs. Hence, the human factor has been acknowledged as a critical factor in the development of any nation or state. The human resources, constitutes the ultimate basis or material resources, which are passive factors of production (Abiodun, 2010). In the same vein, the human resources represents the active agent which accumulates capital, exploits natural resources, build social, economic and political organizations for the development of its citizenry (Abasi-Ekong, 2009).

Given the many and varied influence and pressure on human resources and prompted by socio-economic demands and the twin demands of increased efficiency and productivity, its active management has indeed become a challenge. This explains why organizations, whether in the public or private domain, embark on deliberate and systematic Human Resource Development (HRD) programme. This is because the HRD programme is a vehicle for developing personnel competence, skills, and understanding to enable the organization to achieve its mission and goals.

However, the level of achievements of these goals depends on how well the human element is appraised and motivated to function and how the employees perceive the appraisal method adopted. This appraisal in modern work environment has become an important aspect of employer's duty if the organizations set objectives are to be achieved (Abasi-Ekong, 2009). It is equally important that staff have a transparent understanding of whatever measures are adopted by the Human Resources Division to appraise them to allow them have a perception of fairness towards it. Through the fairness perceptions of performance appraisals, employees may develop attitudes and behaviors that could positively impact individual performance and contribute to enhanced levels of job satisfaction (Dzansi, Chipunza, & Dzansi, 2016). organizational justice is concerned with the knowledge and understanding of the relationship between people's perceptions of fairness, behavior, and attitudes at the workplace, as applied to performance assessments (Kim, Lin & Leung 2015). Employees' work commitment has also been associated with the outcome of performance assessments regarding organizational justice (Bobocel & Mu, 2016). There is empirical evidence concerning the interaction between distributive, procedural and interactional perceived justice, and satisfaction that called for the need to focus on distributive justice to nurture satisfaction because distributive justice moderates the relationship between satisfaction with loyalty (Bahri-Ammari& Bilgihan, 2017).

Statement of problem

Within the purview of Akwa Ibom State College of Education Afaha Nsit, ineffectiveness of some staff in service delivery can be traced to poor appraisal techniques and this in turn is partly responsible for the lack of interest and nonchalant attitude of some staff in the college which affect efficiency. Given that all employees have a motive for joining a given organization and once these motives, desires or goals are not fully met, it has negative effect on productivity. This was underscored by Sanzotla (2015) when he noted that an employee will be able to contribute his or her very best if he (or she) is highly and not partially motivated which can be through proper appraisal in an organization. One can posit therefore, that appraisal is a dynamic process of continuity by which improved effectiveness,

efficiency, productivity , commitment and dedication can be enhanced especially in the public service.

The importance of appraisal is underscored by Ejiofor (2009) who noted inter alia that a good , objective and effective system that ensured that employees are rewarded as at when due based on merit would go a long way to not only motivate the workers but also build their trust and confidence in the organization.

Reasoning in line with Ejiofor and other scholars/experts, this researcher was prompted to undertake this research with the primary motive of investigating how performance appraisal system within College of Education helps as a strategy for organizational efficiency; since some staff who have not been successful may have the negative perception of the instrument and those who are successful would have the perception or fairness. It is within this premise that the work was carried out to ascertain the level of objectivity and effectiveness of the existing appraisal method in Akwa Ibom State College of Education, Afaha Nsit.

Studies on staff perception of appraisal mechanisms and how they affect staff morale, job performance and efficiency have been undertaken. Boachie-Mensah and Seidu (2012) in their study employees' perception of performance appraisal system: a case study observed that employees of the institution perceive that the performance appraisal system of the institution is affected by subjectivity, and is influenced by some major errors; and that the findings have serious managerial implications for training, motivation and provision of resources for effective performance appraisal. Similarly, Bekele, Shigutu, and Tensay, (2014) in their study, the Effect of Employees' Perception of Performance Appraisal on Their Work Outcomes found that employees' perception of performance appraisal practice had positive and significant relationship with work performance and affective organizational commitment; negative and significant relationship with employees' turnover intention. Equally, the finding of simple regression analysis indicates employees' perception of performance appraisal practice had positively and significantly influence work performance and affective organizational commitment whereas, negatively and significantly influence employees' turnover intention. Bekele et al (2014) recommended that, the organization should have to implement performance appraisal practice in the best possible way; there is the need to develop a good feedback system, appropriate and adequately filing, discussing appraisal results, design ways to communicate appraisal results, review appraisal on due attention, participatory appraisal rating system and have to design procedure to make aware of every employee about the appeal process.

Objectives of the study

The main objective of this research work is to highlight the place of performance appraisal in promoting workers' productivity and also serving as administrative strategy for organizational efficiency. Other subsidiary objectives of this are:

1. To understand the appraisal measures existing in College of Education, Afaha Nsit.
2. To determine the objectivity and fairness of the current measures to all staff.
3. To assess the extent to which appraisal model presently implemented guarantees organizational efficiency.

Research questions

The following research questions are put forward to guide the study:

(1) What is the staff perception of the objectivity of the appraisal measures existing in College of Education, Afaha Nsit?

(2) How do staff members of College of Education Afaha Nsit perceive job efficiency to be related the right use of staff appraisal methods?

(3) How do academic and non academic staff members differ in their perception of the objectivity of the staff appraisal adopted in College of Education, Afaha Nsit?

Research hypotheses

(1) The staff members of College of Education Afaha Nsit do not significantly perceive the tools adopted for appraisal to be fair and objective.

(2) Staff members of College of Education, Afaha Nsit, do not significantly perceive job efficiency in the college to be related to the right use of staff appraisal methods.

(3) There is no significant difference in the perception of the objectivity of the staff appraisal methods adopted in College of Education, Afaha Nsit between academic and non academic staff members.

Significance of the study

The study will show or reveal the importance of performance appraisal as an administrative strategy in promoting workers efficiency in an organization. It will be of great benefit to the following.

It will be of great benefit to the management of Akwa Ibom State College of Education in knowing the perception of the staff about the appraisal method to use in appraising staff. This will make management aware of the feelings of the workers.

The study will also be beneficial to researchers who will venture into similar research area. It is hoped that the research will contribute greatly in selecting the best appraisal methods in the appraisal staff.

Theoretical framework

Theoretical foundation of this work is based on the bureaucratic theory as postulated by Max Weber, the German sociologist. College of Education as an organization has a hierarchical structure and also distribute functions and responsibilities in a fixed way as official duties and also takes into consideration, merit and adherence to the procedure in selection or appointment of staff for greater productivity and efficiency. According to Max Weber, bureaucracy is the ideal form of organization which is from a purely technical point of view, capable of attaining the highest degree of efficiency and is in this sense formally the most rational means of carrying out imperative control over human beings.

Bureaucracy is seen by experts as a process of administration that guides organizational managers. The emphasis is, if kept within reasonable limits, bureaucracy and bureaucratic practice are functionally necessary for the operation of large administrative apparatus. For example, documentary records are indispensable to the efficiency of large organizations; structure and hierarchy are similarly indispensable for the efficient performance of work in a large-scale organizations.

In his path breaking definition of bureaucracy, Max Weber noted inter alia:
The fully developed bureaucratic mechanism compares with other organizations exactly as does the machine with the non-mechanical modes of production. Precision, speed unambiguity, knowledge of the files, continuity; discretion, unity, strict subordination, reduction of friction and of material and personal cost-these are raised to the optimum point in the strictly bureaucratic administration... it's specific nature develops the more perfectly the more bureaucracy is 'dehumanized', the more completely it succeeds in eliminating from official business love, hatred', irrational and emotional elements which escape calculation (Web in H. H. Gerth and C. W. Mills 1946).

From the indepth definition given above by Max Weber, it is obvious that bureaucratic theory as propounded by the German sociologist simply proposed a situation whereby technical competency, professional proficiency and educational qualification are given priority rather than giving consideration to sentiments and values.

Moreover, Weber and other scholars give the major characteristics of a bureaucratic organization to be;

1. Distribution of functions and responsibilities in a fixed way as official duties.
2. A specified sphere of competence been marked off as part of a systematic division of labour.
3. The official is subject to strict and systematic discipline and control in the conduct of his office.
4. All operations are governed by a consistent system of abstract rules and consist in the application of these rules to particular cases.
5. The organization of offices follows the principles of hierarchy; that is, each lower office is under the control and supervision of a higher one.
6. Officials are subject to authority only with respect to their impersonal official obligations.
7. Candidates (for bureaucratic positions) are selected on the basis of technical qualifications. I the most cases, this is tested by examinations or guaranteed by certificates certifying technical training or both. They are appointed not selected.
8. Being a bureaucratic official constitutes a career.
9. There is a system of promotions according to seniority or to achievement or both.

Judging by the above characteristics, this theoretical paradigm is therefore, very significant and relevant to this seminar work because as we are considering the issue of employee's performance appraisal and organizational efficiency, it is pertinent for us to bring to the fact that for any organization to be successful in our modern world and be able to compete with other organizations, they must strive to ensure that the bureaucratic best practices are entrenched in their organization to ensure administrative efficiency. And one of such administrative best practices is to ensure that staff within the organization are promoted and rewarded based on merit and positive performances and contributions to the growth of the organization.

This research work is also benched on the scientific management principles by Fredrick Taylor, born on March 20th 1856. He was a American Mechanical Engineer who sought to improve industrial efficiency. Taylor was not much concerned for the organizational problems of society's power structure but in the practical problem of efficiency. His main unit

of analysis is not society as a whole but the individual at the workplace (Mouzelis, 1975:79).

The basic aim of Taylorism is the increase of organizational productivity, especially at the workshop level. He believed that for every process, every task in industry, there is one best way of performance; in order to discover this unique way, one has to examine this part of organizational reality in a scientific way. His major concerned is the essential precondition for the implementation of scientific management which was anchored on cooperation between workers and managers; his subjective was not only to increase output but to provide definite solution to class conflict, the continual and wasteful antagonism between workers and management which was his key assumption.

Fredrick Taylor's scientific management were anchored on specialization, job analysis and substitution of the "one best way", prescribing task and methods, incentive system, individualization of work, motivation of workmen, capacities of workmen and the place of trade union

However, Taylor was of the opinion that the solution for inefficiency lies in systematic management, rather than in searching for an extraordinary man.

Research Methods

Design

The survey research design was used in the study. This was considered appropriate since the variables in the study will not be manipulated.

Population

The population of the study was adopted from the total staff strength of Akwa Ibom State College of Education which is 643 (Office of the Registrar, AKS COE, 2019) and spread as follows: 233 Academic Staff, 410 Non Academic Staff

From the figure, the sample size of 340 was determined using Taro Yamane formula at 0.05% of confidence level.

Sample and sampling techniques

Cluster sampling technique was used to select 220 non academic and 120 academic staff for the study. This was to ensure fairness to the two categories of staff in the institution.

Instrument for data collection

The instrument used to generate data for the study was a structured questionnaire titled Performance Appraisal as an Administrative Strategy for Organizational Efficiency Questionnaire (PAASOREQ). The researcher after obtaining permission from the Deputy Provost Academic issued out the questionnaire to the respondents to tick on the box where necessary.

Validity of the instrument

To ascertain the content appropriateness of the research instruments, two experts were used who assessed and their suggestions were adopted.

Method of data analysis

The data generated from the study were analyzed using simple percentages and Chi square analysis.

Results

Research Question 1: What is the staff perception of the objectivity of the appraisal measures existing in College of Education, Afaha Nsit?

Table 1: Respondents' perception on the objectivity of existing appraisal tools

Response Category	Yes	No	Total
Non-Academic	137 (62%)	83 (38%)	220 (100%)
Academic	84 (70%)	36 (30%)	120 (100%)
Total	221 (65%)	119 35%)	340 (100%)

Source: Field work, 2019

As indicated in Table 1, majority of the respondents, 221 (65%) perceive the tools used for staff appraisal in the College of Education Afaha Nsit to be objective while the remaining 119 (35%) perceived otherwise.

Research question two: How do staff members of College of Education Afaha Nsit perceive job efficiency to be related the right use of staff appraisal methods?

Table 2: Respondents' perception of relationship between job efficiency and right use of staff appraisal methods.

Response Category	Yes	No	Total
Non Academic	129 (59%)	91 (41%)	220 (100%)
Academic	88 (73%)	32 (27%)	120 (100%)
Total	**217 (64%)**	**123 (36%)**	**340**

Source: Field work, 2019

According to Table 2, 217 (64%) respondents perceive the current staff appraisal models to lead to work efficiency among the staff of College of Education, Afaha Nsit. However, 123 (36%) respondents did not view current staff appraisal models as capable of leading to work efficiency among the staff.

Research Question 3: How do academic and non academic staff members differ in their perception of the objectivity of the staff appraisal adopted in College of Education, Afaha Nsit?

Table 3: Respondents perception of objectivity by status

Response Category	Yes 2	No 1	Mean	S. D.
Non-Academic	137	83	1.623	0.484
Academic	84	36	1.70	0.458
Total	221	119	1.65	0.477

From table 3, the non academic staff had a mean response score of 1.623 with a standard deviation of 0.484 while the academic staff had a mean score of 1.70 with a standard deviation of 0.458

Hypothesis 1: The staff members of College of Education Afaha Nsit do not significantly perceive the tools adopted for appraisal to be fair and objective.

Table 4 Chi Square $\chi 2$ analysis showing significance of perception of objectivity of appraisal tools.

Cell	f_o	f_e	f_o-f_e	$(f_o-f_e)^2$	$\frac{(f_o-f_e)^2}{f_e}$
A	137	143	-6	36	0.252
B	83	77	6	36	0.467
C	84	78	6	36	0.461
D	36	42	-6	36	0.857
					$\sum \chi^2 = 2.037$

df =1, $p \leq 0.05$ **Source:** Field work, 2019

From table 4, the calculated Chi square value was 2.037 and is less than the table value of 3.48 at 0.05 level of significance and 1 degree of freedom, the null hypothesis one is accepted. This shows that staff members of College of Education Afaha Nsit do not significantly perceive the tools adopted for appraisal to be fair and objective.

Hypothesis 2: Staff members of College of Education, Afaha Nsit, do not significantly perceive job efficiency in the college to be related to the right use of staff appraisal methods.

Table 5: Respondents' perception on whether the current staff appraisal models relate to work efficiency among the staff Akwa Ibom State College of Education.

Cell	f_o	f_e	f_o-f_e	$(f_o-f_e)^2$	$\frac{(f_o-f_e)^2}{f_e}$
A	129	140.4	- 11.4	129.96	0.926
B	91	79.59	11.41	130.19	1.635
C	88	76.59	11.41	130.19	1.70
D	32	43.41	-11.41	130.19	3.00
					$\sum \chi^2 = 7.261$

According to Table 5, the calculated Chi square value of 7.261 was greater than the table value of 3.48 at 0.05 level of significance and 1 degree of freedom. The null hypothesis two is hereby rejected for the alternative that staff of the College of Education significantly perceive that job efficiency in the college related to the right use of staff appraisal methods.

Hypothesis 3: There is no significant difference in the perception of the objectivity of the staff appraisal methods adopted in College of Education, Afaha Nsit between academic and

non academic staff members.

Table 6: t test analysis showing difference between academic and non academic staff perception

Staff Status	N	Mean	S. D.	t cal	t crit	Dec
Non academic	220	1.623	0.484	1.43	1.658	Not Sig.
Academic	120	1.70	0.458			

df=238 $p \leqslant 0.05$

As shown in table 6, the calculated t value of 1.43 is less than the critical value of 1.658 at 0.05 level of significance and 238 degrees of freedom. The null hypothesis three is hereby upheld that there is no significant difference in the perception of the objectivity of the staff appraisal methods adopted in College of Education, Afaha Nsit between academic and non academic staff members.

Findings of this study agree with that of Boachie-Mensah and Seidu (2012) whoobserved that employees of the institution perceive that the performance appraisal system of the institution is affected by subjectivity, and is influenced by some major errors; and that the findings have serious managerial implications for training, motivation and provision of resources for effective performance appraisal. Staff members of the College are of similar line of thought.

Recommendations

1. There is need to maintain and modernized appraisal tools used in the college for effective job efficiency.
2. Since the current staff appraisal models is perceived as being subjective by College of Education Staff in Akwa Ibom State, it is therefore suggested that the present model be reviewed to make it transparent and effective..
3. Since teaching and non-teaching staff perception on the objectivity of appraisal method used in Akwa Ibom State College of Education does not differ, all staff, irrespective of cadre should be treated equally to allow fairness and equity in the appraisal of staff for higher productivity.
4. All round appraisal method should be put in place whereby superior appraise their subordinates, subordinates appraise their superior and the appraisee appraise himself or herself and the average of all the appraisal taken to arrive at the final appraisal outcomes are analyzed to determine the strength and weakness with the view to setting realistic future performance.

CONCLUSION

The concept of performance appraisal as an administrative strategy for organizational efficiency in any organization is essential as observed in Akwa Ibom State College of Education. The degree of its effectiveness depends on the applicability of the needed tools and the degree of fairness on the part of those saddled with the responsibility of administration, the methods and the ability to reward excellence. The ability of it to achieve the goals for which it was intended depend on the perception the staff have about its operation. Staff members of College of Education, both academic and non-academic, perceive the appraisal process as not being objective enough and this definitely affects performance of staff. The need to review is dire.

Organizations should face realities of the fact that performance appraisal is incomplete unless the appraisee is told what his/her strengths and weaknesses are. his performance cannot improve in the subsequent future, which defeats the very essence of periodic appraisals. Such a process of discussion with the subordinates focusing on the entire performance (tasks and behaviour) during the particular period is called performance appraisal counselling.

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