

**PERFORMANCE APPRAISAL AND EMPLOYEE PRODUCTIVITY: A CASE
STUDY OF NIGERIA BREWERY PLC.**



**BY
PEACE UFUOMA EJENAVWHO
X19169990**

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SUPERVISOR: BRONWYN MCFARLANE

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ABSTRACT

The rate of under-producing organizations in Nigerian is a phenomenon that requires critical investigation as the number of organizations producing below standard is on a steady rise.

There are studies that linked these low organizational outputs to the unmotivated attitude of employees within these organizations, and have also posited that performance appraisal is the means through which the training needs of the organization can be effectively identified. The fundamental objective of this research work is to evaluate the impact of performance appraisal on employee's productivity in Nigeria using the Nigeria brewery plc as case study. In addition, the research will take into assess the relationship between motivation and employee productivity.

Four different hypothesis were formulated and tested using the Pearson Chi-square test to establish if there is a relationship between performance appraisal, employee productivity and employee motivation. To ensure the reliability of the research instrument, the Cronbach's Alpha method was employed and a reliability coefficient of 0.931 was obtained which is far more than the recommended limit of 0.7.

This research work adopts the quantitative approach and the data for this research was collected by means of a well-structured questionnaire and analyzed using the IBM Statistical Package for Social Sciences (SPSS). The results obtained from data analysis were presented by means of tables using both inferential and descriptive means. Using a probability sampling technique, the study adopted a sampling size of 110 from the population frame. The study was constrained by time couple with the global restriction on movement due to Coronavirus. The findings of the study indicated that both performances appraisal and employee motivation are important factors in enhancing employee productivity at the Nigeria brewery plc.

Keywords: Performance appraisal, Human Resource Management, employee productivity, Motivation, Nigeria breweries Plc.

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Name: EJENAVWHO PEACE UFUOMA

Student Number: 19169990

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Date

DEDICATION

To God almighty who has been my constants source of inspiration and strength and to my parents for their unreserved love and support

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1.0 CHAPTER ONE

INTRODUCTION

This research work will attempt to elucidate the impact of performance appraisal on the productivity of employees in Nigeria brewery plc. Through the critical evaluation of the nature of the relationship between performance appraisal and employee performance at the Nigeria brewery plc, this study will elucidate on how performance appraisal has impacted the productivity of its employees and attempt to provide possible recommendations to the challenges faced by performance appraisal in the organization.

Performance appraisal, according to Anne et al., (2013) is one of the most essential function and tools of human resource managers. It is concerned not only with the development of employee job performance in relations to the organization's policies and standards but also with the identification, measurement and evaluation of an employee's performance. The primary objective of every organization is to achieve its objective through optimum productivity, and the organization's ability to achieve these goals can be directly linked to the performance of its employees and staff (Paul et al., 2014) and therefore, the need for a functional employee appraisal system. The ability of organizations to achieve their goals and become successful has been linked to a functional employee appraisal (Zayum et al., 2017). An organization ability to have the right workforce is not something that happens by chance or providence but through a conscious, articulate and critical recruitment process and performance appraisal (Peretomode and Peretomode, 2001).

According to Singh et al, (2010) most organizations require total commitment to the standards and improvement made on their respective job specification. This is an attempt by the organization to ensure prolong value creation and sustain its profit margin. Achieving these objectives involves the optimum utilization of all available skills and knowledge resident within the organization's human resource to boost their employee's performance and create a competitive advantage for the organization. The role and function of performance appraisal have metamorphous beyond just a tool for assessing and evaluating employee's performance to a more sophisticated tool. It has become an approach employed by human resource managers to reinforce among its employees the desired behaviour and competency, thus making performance appraisal one of the most advanced management tool for the

mobilization and management of the employees of an organization to achieve their fundamental objectives (Singh et al, 2010; Anso, 2014).

The basic reason behind performance appraisal for most organizations is to improve their employee's performance (DeNisi et al., 2017). Performance appraisal aims primarily at increasing the employee's efficiency and productivity. Performance appraisals provide the organization with the necessary feedbacks and adequate report on the employee's performance rate and disclose them to help the organization making an informed decision on delegating a task and setting attainable goals (Mullins, 1999; Muhammad and Surayya, 2013). Similarly, other researchers like Anso (2014), has also attested that performance evaluation has over time become a tool for professional development and enhancing the growth of organizations. Several organizations globally have come to realize the need for performance appraisal and have adopted this management tool not just as a means for employee evaluation and business improvement but as a way through which their performance can be enhanced, both among employees and the organization (Daonis, 2012). Performance appraisal is not a one-time approach to organizational development, but a continuous process via which the performance of employees within an organization are determined, measured and improved upon (Ademola, 2017). It is an essential managerial tool that allows organizations the opportunity to critically assess its workforce and push them towards an efficient and effective work culture, and a critical analysis of performance appraisal may also lead the organization into the realization of the need for employee training, empowerment, rewards, compensations, motivations etc. (Anne et al., 2013).

1.1 BACKGROUND OF STUDY

The human resources of an organization possess the ability to determine the organization's success in today's competitive business world, human resource no doubts an organization's most valuable asset (Belete et al., 2014; Sollosy et al., 2016). Zayum et al., (2017) posited that the success of an organization depends largely on the nature of its employee's performance and management and many organizations globally have come to accept and integrate performance appraisal into their human resource management practices as a necessary tool for business development (Daonis, 2012). As observed by Grote (2011), an organization without a functional appraisal system is bound to experience poor employee performance. This view was also shared by Chemedda (2012), who opined that for an

organization to enjoy consistent employee efficiency there is a need for a constant and consistent performance appraisal system.

With outlets like ASDA store and TESCO which are world-class, a consistent growing global export business dating as far back as 1986, and currently operating in thirteen other countries, the Nigeria brewery plc is the leading firm among the country's brewing industries. The Nigeria brewery plc is a major revenue-generating system of the Nigerian government (Ibrahim & Cross, 2019). Kumbhar (2011) posited that for an organization to survive the competitive nature of the current business world there is a need for a functional performance evaluation system. There have other researches (Abidakun, 2020; Ikon, 2017) conducted to investigate the leadership and performance of the Nigeria brewery plc, these researches indicated the presence of an appraisal system in the Nigeria brewery plc. Hence, having a performance appraisal system in places, the focus of this research is to ascertain the extent to which employee performance appraisals have impacted the organization's employee performance.

1.2 STATEMENT OF PROBLEM

Despite the claim of the efficacy of performance appraisal in evaluating employee performance, there are still records of many organizations that are performing poorly and producing far below standards (Armstrong, 2006; Ademola, 2017). Although research works like (Zayum et al., 2017; Ikon, 2017; Abidakun, 2020) and others have indicated the presence of a performance appraisal system in Nigerian organizations, the low productivity rate experienced by most organizations in Nigerian has been directly linked to a non-functional performance appraisal system (Ibrahim, Umar & Daniel, Cross, 2019). A functional appraisal system should not be aimed at profiting the organization alone but should also provide the organization managers with an informed report that will govern employee training and development (Anne et al., 2013; Mwema et al., 2014), but in Nigeria, the appraisal is often conducted with the aim of employee evaluation and not employee training or empowerment (Asamu, 2013). The inability of many organizations in Nigeria to operate an effective appraisal system that takes into cognizance not only the organization's business goals but also their human resource strategies like, employee compensation, training, empowerment, rewards and the likes is the major factor that has limited the organizations from achieving competitive advantage and optimum performance (Obisi, 2011, Ademola 2017). An effective

performance appraisal system offers the organization's top management the opportunity to establish a clear relationship between employee productivity and reward, and to recognize the various contributions and achievements made by employees of the organization (Dattner, 2010; Mwema et al., 2014). By clearly establishing the relationship between productivity and reward, the organization would have also clarified the issue of unrealistic employee expectations and create room for employee feedbacks which is crucial for business improvement and development. However, the Nigeria brewery plc has been observed to suffer from several factors that have affected its performance appraisal system, factors like the non-participation of its employees in the development of the organization goals and objectives, this has led to lack of feedback on employee performance and unrealistic expectations (Ibrahim and Cross, 2017). Therefore, this research will attempt to critically evaluate the impact of performance appraisal on employee performance at the Nigeria brewery plc and offer possible recommendation's to the challenges.

1.3 RESEARCH OBJECTIVES

The fundamental objective of this research work is to critically assess the impacts of performance appraisal on the productivity of employees and to establish the nature of the relationship between performance appraisal and employee productivity in Nigeria using the Nigeria brewery plc as a study case. Other objectives of the research work include:

1. To ascertain the efficacy of performance appraisal system in the Nigeria brewery plc
2. To examine how the management by objective method adopted by the Nigerian brewery plc has influenced effective performance appraisal in the Organization
3. To examine the effects of performance appraisal on employee motivation in the Nigeria brewery Plc.
4. To identify the challenges to performance appraisal in the Nigerian brewery plc.

1.4 RESEARCH QUESTIONS

This research is aimed at answering the following questions:

1. To what extent does performance appraisal impact employee productivity?
2. How has the performance appraisal method employed by the management of Nigeria brewery plc influenced its employee productivity?

3. Within the Nigerian public sector, what is the relationship between performance appraisal and employee's productivity?

1.5 RESEARCH HYPOTHESIS

1. H01: there is no positive relationship between employee productivity and performance appraisal in Nigeria
2. H11: there is a positive relationship between employee productivity and performance appraisal in Nigeria
3. H02: There is no relationship between employee motivation and employee productivity in Nigeria brewery plc.
4. H12: There is a relationship between employee motivation and employee productivity in Nigeria brewery plc.

1.6 SIGNIFICANCE OF THE STUDY

Considered to be the giant of Africa, yet Nigeria is a country that despite its vast amount of natural and human resource is facing multiple challenges ranging from insecurity, corruption, unemployment and the likes which had led to the mass migration of its human resources further crippling its economy (Okoye, 2012, IOM Nigeria, 2016: Olaoluwa, 2017;)

A study conducted by Emmanuel and William (2020) concluded that the qualification for Nigeria to be called the "Giant of Africa" is only possible when the considerations are made in terms of demography and its "big brotherliness" but when other factors like socio-economic development and good governance are taken in considerations, Nigeria is but a cripple giant. Sad as it may seem this conclusion has gained several other backings.

This research work is necessitated by two fundamental reasons. Firstly, the need to ensure a productive Nigerian economy, by ensuring it has functional and productive organizations. The general level of organizational performance in a country can to a large extent define the level of the country's performance just as the level of employee performance can to a large extent define the organization's performance (Elnaga & Imran, 2013).

Secondly, the growing research into the importance and impacts of performance appraisal on employee performance both globally and in Nigeria and the current economic climate of the country necessitated this study. By appropriately establishing the relationship between appraisal and employee productivity (Najeeb, 2011; Saeed & Nosheen, 2011; Ibrahim and

Cross, 2019), and critically evaluate the impacts and challenges of appraisal in Nigeria, this research seeks to serve to achieve the following:

- Become a reference tool for future scholars and students of human resource management who nurture the desire to undertake further study on performance appraisal
- The study also aims at becoming significant, not only to the management of Nigerian brewery plc but also the general Nigerian economy.

1.7 RESEARCH DESIGN AND METHODOLOGY

The success and reliability of any research works are in the validity of their data. Therefore, following the recommendation by Wyse (2012), the research will adopt the quantitative research method. In this approach, the primary source of data that will provide us with the response of the research participants will be collected through the instrumentality of well-structured questionnaires which will be administered to employees at different levels (senior and junior) in the Nigeria brewery Plc.

The questionnaire approach is both cost-effective, easy to administer and time-effective. According to Saunders et al; (2016) this approach is well suited to the collection of data that pertain to human attributes and characters. The primary data collected will be tested and analysed using statistical methods for data analysis, and the Chi-square techniques will be adopted to test the research hypothesis and establish the level of variable and data dependency or independence.

The primary sources of data will be collected via a structured questionnaire with a closed-ended question, and the snowball technique of questionnaire distribution is intended for use. The secondary data involves the collection of data from already existing works, which will serve as a guide to approaching this research following a footprint of the hypothesis that has already been tested and proven.

1.8 RESEARCH STRUCTURE

The research work is structured to consist of five chapters, which will serve as the tool via which the research fundamental objectives can be achieved. Chapter one of the research work will attempt to appropriately introduce the research study and offer a background for the

study. It will also attempt to identify the research problem, objectives, significance of the research and the appropriate design methodology to be employed.

Chapter two will explore and evaluate existing scholarly works on performance appraisal and employee productivity. The findings from a careful and thorough evaluation of these works will serve as a guide to approaching this research following a footprint of the hypothesis that has already been tested and proven and also become essential in explaining the research gap.

Chapter three of the research will deal with the research methodology adopted. This chapter will include: the sampling technique, sampling size, research population, the data collection and analysis technique and also offer the ethical considerations made in the research. Chapter four of the study will offer the technique for presenting the collected data, the result of the data analysis and evaluation, the findings of the research and corresponding implication.

Chapter six of the research will provide a detail discussion of the various results and findings of the study. Chapter five will provide the research with the appropriate conclusion and provide the research recommendations.

2.0 CHAPTER TWO

LITERATURE REVIEW

2.1 INTRODUCTION

To achieve the research objective, there is a need for a broad understanding of the concept of performance appraisal and its corresponding impact on employee productivity. This research work is, therefore, structured to achieve this objective. This chapter of the research work will attempt to critically evaluate and analyse existing works and literature with the aim to establish a general research concept. It would serve as the foundation for investigating and critically evaluating performance appraisal and its impacts on employee productivity, especially as it relates to the performance of organizations in Nigeria.

To achieve the research fundamental objectives, this chapter will critically examine and discuss, the concept of performance management, the concept of performance appraisal, employee productivity, the relationship between performance appraisal and employee performance, performance appraisal in an organizational context, employee motivation, methods of performance appraisal, performance appraisal in Nigeria and the limitations to performance appraisal in Nigeria.

2.2 THE CONCEPT OF PERFORMANCE MANAGEMENT

Performance management is not a new concept but one that has been in existence for decades. Furnham (2004) in his study confirmed the presence and use of performance management in China in as early as the 3rd century A.D. By the 1950s it was recorded that about two-thirds of American big organizations are practicing performance management and similar scenarios was recorded in the Europe by the 1960s. Despite the existence of performance management for decades, it is however important to note that the approach to performance management in the contemporary business organization has evolved into a more specialized and formalized process and many old approaches and practice of performance appraisal have been integrated into the general concept of performance management which is generally concerned with talent management, performance appraisal, management by objectives and the consistent monitoring and evaluation(Jain & Aditya, 2014). Johnson and Kaplan (1987) as cited in Jain & Aditya, (2014) posited that there are many old approaches to

performance management employed by organizations that are no longer relevant in today's contemporary business society.

Globalization has changed the nature of business in contemporary times and many business organizations are forced to function in a more competitive market than they are used to. The increased pressure on organization due to competition in price and increased international trade has made many organizations restructure their strategies and operation which has led to the employee cut and the need to ensure optimum performance of the available workforce (Anthony et al., 2008). The increased pressure has necessitated the use of performance management as a way for organizations to enhance employee performance and the organization's growth.

A comprehensive review of the existing literature has shown that over the years several methods and approaches have been developed to measure and assess the performance of an organization, and among these methods are The Business Excellence Model (BEM), Balanced Scorecard (BSC), Performance Contracting (PC), The Key Performance Indicators (KPI), etc. Although different models have been postulated for measuring performance, according to PMBOK Guide (2007), the methods used for performance measurement can be grouped into six broad categories as shown in the table below

S/N	Factor	Measures
01	Effectiveness	This measures the extent to which the work done conforms to the job requirements. It helps to know if the organization is doing the right thing
02	Quality	This measure how the organization's products meet the customers' expectations and requirements
03	Efficiency	This measures the extent to which the process has aid the production of the appropriate output by utilizing the minimum resource. It helps the organization to know if they are doing things right
04	Productivity	This is a measure of the value added by the process divide by the combined value of resource used (capital and human resources)
05	Safety	This is a measure of the overall health of the organization in relation to its working environment.
06	Timeliness	This measure how timely and correctly a unit product is done (The appropriate criteria in defining timeliness must first be established)

Source: PMBOK Guide (2007)

A study conducted by Hewitt Associates (1994), concluded that performance can significantly impact the productivity and financial performance of an organization. Using a BCG Matrix system to keep track of the financial performance of 437 public companies in the United States, the study revealed that companies with existing performance management system have stocks with greater values, achieve higher profits and a more efficient cash flow than other publicly held company with no form of performance management. The study concludes that the productivity of companies with a performance management system far outweighs that of an organization without a performance appraisal system.

For a performance management system to be effective and efficient, Simons (2000) opined that special consideration must be given to human behavior. This view was also shared by Holloway et al. (1995) who emphasized that an in-depth understanding human behavior is the key to successfully designing and implementing a performance appraisal system. Human behavior is considered a necessary factor to put into consideration when designing and implementing the performance management system.

Roberts (2001), on the other hand, posited that the performance management system can be summarized into the following steps

- Developing goals and objectives (the use of performance appraisal)
- Establishing an appropriate reward system
- Effective training and the development of strategic approaches
- Obtaining feedback, Developing effective communication and mentoring
- Developing mechanism for monitoring and evaluating the efficacy of the performance management system
- Implementing the intervention plan and management

The performance management system is the tool via which the effectiveness of managers and leaders can be both enhanced and ensured (Armstrong & Baron, 2004). This concept by Armstrong and Baron can be summarized as follows:

- Managers of organizations must ensure that there is a proper understanding of the goals, objectives and organizational expectation among the team or employee under their management
- Leaders and managers must possess the appropriate skill and ability to deliver the organization's goal and objectives

- Managers are given the needed resource by the organization to aid them to meet the organization's expectations
- There is an opportunity to make contributions to the goals and objectives

2.2.1 DEFINITION OF PERFORMANCE MANAGEMENT

A performance management system which consists typically of performance appraisal and employee development is the main mechanisms through which managers of organizations can effectively communicate the organization's goals and performance expectation to their employees and also provide them with feedback on their performance (CIPD, 2009).

Performance management is defined as strategic approaches which are aimed at delivering continuous success to an organization through the training and development of the organization's workforce in a way that enhances both individual and collective performance (Armstrong and Baron, 1998). It is also considered by some scholars as a management technique that is strategically targeted at achieving the organization's business goal by creating an alignment between the employee work goals and the overall organization's goals (Costello, 1994; Sparrow & Hiltrop, 1994). Chase and Fuchs, (2008) further posited that performance management is an integrated system where both the management and employees of an organization work together in developing goals and objectives, evaluating and reviewing the process of achieving these goals and establishing an appropriate reward system. Performance management is faced with many challenges. However, when efficiently and effectively implemented, performance management system can increase the organization's productivity, help in the retention of highly talented and committed employees (Price, 2011; Boxall & Purcell, 2003). Within an organization, a performance management is essential in assisting the organizations to achieve their fundamental goals and objectives (Tommy et al., 2015).

Performance management is essential to the performance of an organization. It helps the organization in achieving its underlying objectives and is paramount to developing a culture within the organization that is performance-oriented (Helm et al., 2007). Performance management assists the identification of talent in the organization and also help to create alignment between the organization's strategic goals and the employee's performance goals by ensuring that employees of the organization have a clear understanding of the

organization's objectives and what is expected of them (Jain & Aditya, 2014).

2.3.0 THE CONCEPT OF PERFORMANCE APPRAISAL

In any organization, performance appraisal constitutes one of the most essential components of a strategic human resource management system (Aswini and AnithaRajath, 2017) and the performance of employees in any organization is accessed and evaluated through performance appraisal (Janes, 2018). The recent development in human resource management systems, the changing role of the human resource professional in organizational setting due to the advent of globalization which was largely influenced by widespread technological advancement within the last two decades, and the need for organizations to improve on their competitive advantage has led several organizations to adopt performance appraisal as a way for enhancing its business capacity (Palethorpe, 2011; Daonis, 2012; DeNisi & Murphy, 2017). Primarily organizations aim to achieve their objectives through optimum productivity, and the organization's ability to achieve these goals can be directly linked to the performance of its employees and staff (Paul et al., 2014). Performance appraisal has become a major aspect of the performance management process in the contemporary business environment (Stanciu, 2015) and there are new approaches in the field of performance appraisal and management which emphasize that the performance appraisal can significantly be influenced by organizational context (Budworth and Mann, 2011; Levy and Williams, 2004). The social context was another factor emphasized by some recent studies on the influence of organizational context on employee performance appraisal, positing that certain social behaviours can be employed as a factor for enhancing the effectiveness of the performance appraisal process (Pulakos et al., 2015). This view was also shared by Levy et al., (2015) who highlighted the role of social context in enhancing the effectiveness of performance appraisal. From the list of the essential factors to consider on the influence of organizational context on performance appraisal, the researcher highlighted the role of human resource strategy, economic factors, organizational culture and information exchange between leaders and employee (Skinner and Searle, 2011; Pichler et al., 2015).

It is important to note that despite the popularity gained by performance appraisal in recent times and within contemporary business organizations, the subject of performance appraisal has been a concept in existence for over seven decades, as such different scholars have examined several performance appraisal themes (Adwoa, 2016). Most of these empirical

study in an attempt to reduce the effects of prejudice inbuilt in the appraisal process, major their studies on creating a psychometric characteristic of the process. For example, during the 1960s to 1970s, the studies conducted concentrated majorly on developing a rating scale format. This approach led to the development of some contemporary formats like Behaviorally Anchored Rating Scale (BARS), Behaviour Observation Scale (BOS), and the Mixed Standard Scale (MSS). Other related research in that period includes “appraisal training as a tool for decreasing bias in the appraisal system” (Walsh, 2003 as cited in Adwo et al., 2016). Of recent, there is a growing interest among researchers (Arthur, 2015; Boateng, 2011; Lawaj, 2014; Iqbal, Ahmad, Haider, Batool & Qurat-ul-ain, 2013; Khan, Chandio & Farooqi, 2014; Warokka, Gallato & Moorthy, 2012;) on the relationship between organizational performance and performance appraisal. The findings of most of these research works indicated a positive impact of performance appraisal on organizational performance. However, few studies researched the specific use of performance appraisal and the various tools it employs in enhancing organizational performance. Hence, there is a need for further studies on the specific application of the performance appraisal tools and mechanism in boosting organizational growth and efficiency. In light of the above, this study aimed at examining the impact of performance appraisal on employee performance in Nigeria, using the Nigeria Brewery plc as a case study. Performance appraisal is both an effective and essential managerial tool whose essentiality cannot be overemphasized mainly due to its efficacy in improving organizational performance (Ibrahim and Cross, 2019). Performance appraisal is also concerned with the development of employee job performance through identification, measurement and evaluation of an employee’s performance. The success of any business organization according to Anne et al., (2013) depends largely on the performance of their employees and a well-designed and implemented performance appraisal system should develop the appropriate parameters for evaluating successful performance, develop a feedback mechanism for feedback and enable a proper reward system. For the optimum success of the performance appraisal system, Dattner (2010) posited there must be a level of understanding and acceptance of the appraisal process by employees and an alignment between the performance appraisal objectives with relevant goals which are specific and measurable.

2.3.1 DEFINITION OF PERFORMANCE APPRAISAL

The important function played by performance appraisal in resource management has led various researchers (De Nisi and Smith, 2014; Antwi, 2012; Adejoke & Bayat, 2013;) to

propose different definitions for performance appraisal. De Nisi and Smith (2014), consider performance appraisal as an organizational tool for diagnosing their employee's performance with respect to the organization's goals, to identify improvement potentials. According to Armstrong (2009) it the process of collecting, analysing and documenting information about the performance of an employee and evaluating the employee's worth to the organization. Gardner (2008) on the other hand describes performance appraisal as the process which involves the assessment of an employee's job performance with the intention to assist management to make an informed decision. Recently, Begum et al., (2015) postulated that the performance appraisal process consists of a structured interaction usually in the form of an interview between the employees and leaders of organizations with the fundamental aim of identifying their employee's strength and weakness while in the same time seek opportunities for improvement. Brown et al. (2010) insisted that the appraisal process is designed to enhance the productivity of employees in an organization. The appraisal process is used to measure and assess the performance of an employee as it concerns the standards and policies of the organization (Clake, 2011). The objectives of performance are aligned with the business strategies of the organization and provide a strong relationship to the human resource function of the organization (Vukotich, 2014).

Performance appraisal allows the organizations the opportunity to critically assess their workforce and push them towards an efficient and effective work culture, it gives both the employer and employee the opportunity to review their mutual goals access the level of their success and identify possible challenges and seek a solution (Lee, 2006 as cited in Janes, 2018). A critical analysis of performance appraisal may also lead the organization into the realization of the need for employee training, empowerment, rewards, compensations, motivations etc. when properly conducted, performance appraisal becomes a tool via which the productivity of the employees of an organization can be greatly enhanced, thus, making performance appraisal an indispensable human resource management tool (Mwema et al., 2014).

2.4.0 EMPLOYEE PERFORMANCE AND PRODUCTIVITY

It is difficult to find one single accepted definition for employee productivity. The concept of employee productivity is sometimes equated with labour productivity and in order instances; it is directly equated to workforce productivity (Schmidt, et al., 1982; Choobineh, 2017). But this research work we will attempt to provide a more holistic approach to the concept of

employee productivity by focusing on the micro-level productivity of the employees of an organization. This micro-level productivity comprises the values and impact of a single employee on the overall success of the organization.

Many research works have majored on just one or two approaches to measure employee productivity; this is often due to the many different approaches available, thereby making it even more difficult to compare their outcomes (Nollman, 2013). Generally in measuring employee productivity, there is a lack of an adequate standard to measure or assess it. Sharma and Sharma (2014), explained that employee productivity is dependent on the amount of time an employee is physically present at the job other than the time the employee is actively engaged in the job role in those time present.

There are many definitions of employee productivity. Mathias and John (2013) describe employee productivity as the measure of an employee's work in term of quantity and quality, taking into consideration the amount of resource imputed. Greenberg (1996), defined employee productivity as the extent to which an employee contributes toward the achievement of the organization's objectives. According to Bernardin (2007), employee productivity involves the quality and quantity of work, timeliness of the work done and the degree of employee cooperativeness. It can be understood simply as the relationship between the expectations of an employee's ability to carry out a certain task and how excellently or poorly they execute the task. Employee productivity can be measured in three aspects:

1. Efficiency in the use of human and capital resources.
2. The capital resources invested in relation to the labour achieved per hour.
3. The measure of the average quality of work done

Also worthy to note is that employee productivity measures not only the contribution made by the employee alone but the various contributions and inputs made by other factors. The appropriateness or inappropriateness of labour productivity for use as a standard for deciding wages is rooted in the potential to appropriately estimate the contributions made by all factors and not just the employee contribution (Nedelko & Potočan, 2017).

2.4.1 Labor Productivity

This is considered to be one of the most important factors in measuring productivity and can be employed as a tool to evaluate an organization's level of efficiency and effectiveness (Shree Raja Gopal & Murali, 2016). The word efficiency here connotes an internal process,

taking to mean the organization approach in doing thing appropriately, while effectiveness on the other connotes an external process meaning the organization's ability to do the appropriate thing (Nedelko & Potočan, 2017). Labour productivity is the most used approach to measuring productivity. It is the measure of partial productivity, which can be directly measured and easily determined (OECD 2001; Syverson, 2011). According to Taylor, et al., (2016), Labour productivity can be influence by three fundamental factors. The human capital (which can be ascertained by measuring the amount of knowledge gained or accumulated), Technology (this is often as a result of the change in technological innovations), the scale economy (this is directly responsible for deciding the reduction made in organization's production cost and the organization's overall success

2.4.2 Economic Employee Productivity

Unlike labour productivity, economic productivity encompasses a wider range of factors, which may lead to the enhancement of employee productivity outcomes. Depending on the organizational goals and objectives, the factors affecting economic employee productivity are not limited to one discipline but important factors from other disciplines like economics and business science can be included for consideration in determining the economic employee productivity (Črešnar & Nedelko, 2017). This is the idea that governs the classification given by Walter (2010) which entails both positive and negatives factors. According to Walter (2010) the negative factors to consider include, Labour turnover, low cooperation, absenteeism, and inefficiencies in the administrative role; while the positive factors pointed out include, identity processes and creativity.

As mentioned above, factors that come into play when measuring employee productivity are not limited to one discipline. Therefore, additional factors are considered to broaden the scope and aid the development of a more comprehensive model (Črešnar & Nedelko, 2017), there are studies indicating that employee job satisfaction and motivation can influence their productivity (Oswald et al., 2015).

2.5.0 PERFORMANCE APPRAISAL IN ORGANIZATIONAL CONTEXT

According to Adwoa et al., (2016) performance appraisal may be used by the management of organizations to also assess and identify the training and developmental needs of their employees, assess how much of their strategic goals is achieved, their current employee working capabilities and performance, the nature and amount of talent they possess currently, enhance their employee productivity, motivate their employees and improve internal

communication. DeNisi and Smith (2014), posited that originally, the performance appraisal process was focused majorly on accuracy, but currently, the trend is to direct the process of performance appraisal toward the improvement of employee performance and motivating them to become even more productive. However, the various system developed by researchers to increase employee productivity emphasized the need for directing the process toward the enhancement of employee performance rather than on employee accuracy (Rusu et al., 2016). Brown & Heywood, (2005) noted that small, medium and large organizations often employ Performance appraisal when they anticipate or perceive the organization stands to benefit from it. In their views, this is because the employers bear the responsibility to decide what approach to performance appraisal will be adopted and also dictate the procedure for the appraisal with intentions to ensure organizational profit. Other scholars argued in this regard that when performance appraisal is effectively conducted, it will assist the leaders of organizations to identify deficiencies and the necessary approach to tackle these deficiencies (varkky et al., 2008). If organizations must effectively conduct an appraisal, several factors must be taken into consideration to ensure that the appraisal approach adopted is user-friendly. Bridger, (2014) insisted that for an appraisal process to be effective there is a need to eliminate the presence of bias in the appraisal process.

Employers have a responsibility to ensure that the appraisal process is without bias. The employees of any organization are the most important component of the appraisal system, therefore there is a need for the management to adopt an appraisal system that is transparent and free from bias to ensure the reliability and effectiveness of the process (Anne et al., 2016). The performance appraisal process is fundamental to the growth of business organizations in contemporary time and well appropriately done can lead to the development of the employees and enhance organizational performance and can also become a tool for assessing and rewarding employee performance (Muhammad and Suraya, 2013). Performance appraisal assists organizations to accomplish their strategic goals and objectives via evaluating their employee's performance (Jain & Garg, 2013).

2.6.0 THE RELATIONSHIP BETWEEN PERFORMANCE APPRAISAL (PA) AND EMPLOYEE PRODUCTIVITY

Bekele et al., (2014) insisted that performance appraisal can significantly influence employee productivity and other researchers (Meysen, et al., 2012; Maimona, 2011; Behery & Patron, 2008) have also maintained that there is a strong positive relationship between performance

appraisal and employee performance. Jonsson and Jeppesen (2012) opined that employees or any organization can influence the success and growth of the organization through an unreserved commitment to achieving the organizations' goal and the development of affective relation between employees to employee and employees to employer or supervisors. They also established a relationship between performance appraisal and employees affective commitment. Similarly, Chemedda (2012) posited that for business organizations to enjoy prolonged and continuous organization effectiveness, leaders of organizations must ensure to consistently undertake performance appraisal. In addition to the above, several studies have suggested a strong correlation between performance appraisal and employee productivity. For example, a study on performance appraisal in Habib bank plc concluded that performance appraisal, especially when transparently and appropriately done can greatly impact the productivity of employees and is vital to the growth of the organization (Najeeb, 2011). With a sample size of 120 employees, Saeed and Nosheen (2011) researched to investigate employee's perception of the outcome of the appraisal process and identify factors that can influence the effective implementation of performance appraisal. The result of the study indicated a significant level of awareness among employees of the appraisal system but there is inadequate knowledge on implementing the result of the appraisal. Another important study on the impact of performance appraisal on employee productivity was conducted using some selected office of the World Health Organization (WHO) in East Africa (Kenya and Sudan). The descriptive design approach was adopted for the study with a population size of 410. A sampling size of 105 was adopted from the population size of 410 and questionnaires were used as the means of primary data collection for both the quantitative and qualitative data. Interviews were used to obtain information from members of the top management used in the research. The data was analyse using the Statistical Package of Social Sciences (SPSS) and the findings of the study indicated that performance appraisal positively impacts employee productivity and in addition, the employee productivity is also impacted positively by performance appraisal feedback (Ibrahim and Cross, 2019).

Similarly, in a study by Iqbal et al., (2013) to evaluate the impact of performance appraisal on employee's performance involving the Moderating Role of Motivation also came to a similar conclusion. In their study, they used the random sampling technique and arrived at a sample size of 150 employees from various banks in Dera Ghazi Khan. The data collected by means of a questionnaire was subjected to analysis using the correlation Coefficient through IBM SPSS. The finding indicated that there is a strong relationship

between performance appraisal and employee performance and that motivation has a positive impact on employee performance.

2.7.0 METHODS OF PERFORMANCE APPRAISAL

Although there are several methods of performance appraisal method posited by researchers, it is important to note that the method adopted and how it is conducted will influence the result of the process as when ineffectively done performance appraisal can affect the productivity of the employees (Oroma, 2015). Studies like (Mone and London, 2010; Macey et al., 2009; Brown et al., 2010) have shown that the performance appraisal technique adopted by an organization plays a vital role in determining the success of the process and goes a long way to impact the organization's productivity and competitive advantage. The performance appraisal method that can be adopted by an organization ranges from techniques that compare the performance or productivity of one employee to another or a technique that evaluates an employee's performance base on certain predetermined traits or against the goals and objectives set by the organization (Mansor, 2011). The various performance appraisal methods postulated by researchers include but not limited to:

2.7.1 The Management by Objectives Method (MBO)

This is one of the fundamental approaches to performance appraisal and defined by Choon and Embi, (2012) as a "result-based evaluative program". This method conducts performance appraisal via setting objectives that are explicitly clear and measurable. The fundamental principle behind the MBO method is to ensure that everyone within the organization both employee and managers must make contributions to the organization's goal-setting, must have a clear understanding of the organization's aims and objectives and be aware of their responsibility in achieving the fundamental objectives established (Idowu, 2017). The three fundamental principles that govern this method are:

1. All members of the organization both lower employee and managers are tasked with a distinct and mutually agreed objective that they must make a conscious effort to achieve during the organization's usual operating time.
2. There is an occasional review to ascertain how close the employees are toward achieving the set objectives.
3. At the end of the set period, the participants are rewarded based on how close they got to achieve the underlying objectives.

In terms of effectiveness, the MBO approach has been found to provide significant benefits to both the organization and the employees (Armstrong, 2009). Notably, the MBO approach promotes objectivity, allows for two-way feedback as well as encourages performance improvement of employees through motivation. Although there is no appraisal approach that is without errors, Drucker (2013) considered this method effective especially as when properly conducted with minimal or no error help to establish an appraisal without bias but base on fairness and efficiency. Similarly, Huang et al., (2011) posited that this approach to performance appraisal adds value to employee productivity since it offers employees the opportunity to show support for goals and objectives they accept.

2.7.2 Graphical Rating Scales

This method is the most used approach to performance appraisal by business organizations (Woods, 2012; Wirtz, 2004). In this approach using a well-defined checklist, the manager or supervisor rates the employees on a scale ranging from poor to excellent. The popularity of this approach among most organizations is attributed to its suitability for use in a variety of task (Woods, 2012). In addition to its adaptability to different tasks, the graphical rating scale is also considered to be cost-effective, requiring minimal training and time. A number of performance factors identified by Panari et al., (2010) as cited in Idowu, (2017) as suitable for use with the graphical rating scale approach include, evaluating the quality of work (this aspect focuses on the employee's ability to consistently and efficiently meet the job expectation), assessing employees productivity (in this aspect the employee's knowledge and ability to make good use of the available resource is assessed). This employee knowledge includes the knowledge and skills accumulated by the employee from experience, formal education and on-the-go training and development (Panari et al., 2010 as cited in Idowu, 2017). Despite the simplicity and suitability of this approach, studies have highlighted some challenges to this approach. For example, there is no provision for employee individuality and trait due to the standardized design of the scale (Armstrong, 2009), similarly, the graphical rating scale is not suitable in the case where performance indicators may be excluded in the ratings, in this instance the scale becomes vulnerable to systemic advantage (Woods, 2012).

2.7.3 360 Degree Method

This approach to performance appraisal has gained significant attention in recent times among small and large firms (Deb, 2009). This approach also referred to as multi-source

assessment” involves the collection of views and feedbacks from various stakeholders and reviewers who in one way or the other socialize with the employees of the organization (). According to Grund & Przemec, (2012) the 360-degree method also consists of the employee’s views about themselves hence the recognition of this approach as a multi-source, full-circle or multi-rater method.

In a study, Horng Hsu et al., (2011) identified four major assessment criteria that constitute the 360 degree method. These components include self-assessment, subordinate assessment, peer assessment and supervisor assessment. One justification for this approach is that a significant amount of data about an employee can easily be gathered from the multi-source (Sahoo & Mishra, 2012). In other words, this approach allows for the collection of individual data from all directions. The use of multiple sources to assess the performance of an individual helps to ensure that the performance of the individual is double-checked (Deb, 2009). According to Espinilla et al., (2013) this approach helps to eliminate bias by ensuring that an employee is not criticized only by the manager. Besides, Sahoo and Mishra (2012) noted that employees found the 360-degree approach to be more accurate and reflective of their true performance.

2.7.4 The Ranking Method

In this method of performance appraisal, the top managers of an organization rank their subordinates, from the best of them to the worst in order of their value, and each employee’s comparative value is established in form of his rank in numbers. In this method, it is presumed from the numerical value that the numerical difference between the first and the second employee is equivalent to the numerical difference between the twenty second and twenty first employee (Wayne, 1992 as cited in Oravee and Hangeior, 2017).

2.8.0 EMPLOYEE MOTIVATION

Motivation according to Buchanan (2004) is a process of decision making via which the goal-oriented behaviours of employees in an organization can be initiated, encouraged and sustained. Several empirical studies have revealed that organizational performance is enhanced by a motivated employee workforce (Lee & Raschke, 2016). The performance of employee and organizations has been known to be influenced by several factors including capital, environment, human resource etc. Human resource is considered the most influential of these factors (Abioro, 2013). Therefore, it can be argued that for organizations to achieve

their strategic objective and enhance productivity there is the need to motivate their employees. According to Cascio (2006) organizations, understanding and application of the ways via which their employees are motivated can significantly impact the organization's performance. This is important because not all employees are motivated by the same factor. For example, rewards are the major motivator of some employees while others are focus majorly on security or achievement (Lee & Raschke, 2016). Traditional theories on motivation focus on the use of specific elements as tools for employee motivation. For example, according Maslow, (1943) theory of motives and needs, there are five levels of employee motivations; social, phyiso-logical, ego, safety and self-actualization. Adam (1965) theory of equity on the hand, state that employees are motivated by the need to attain equity between themselves and other employees within the organization. In general, it is important for organizations to understand the factors that motivate their employees and strive to implement them.

Employee performance improvement is one major challenge of contemporary business organizations and different ways to achieve this has been experimented upon including different strategies through which employee motivation can be enhanced (Hallett , 2000). Several global organizations have engaged the use of strategies like promotion, increase in salary/wages, better work environment and job satisfaction as ways to motivate their employees into achieving better employee productivity. According to Lee & Raschke, (2016), the application of some of these strategies is negatively impacted by logical condition in some developing countries like Nigeria. This negative impact results in controversy which is still unsettled despite decades of studies between the management theories and behaviour scientist regarding the power of money as a motivational tool for inducing high-level employee productivity (Banjoko, 2006).

2.8.1 MOTIVATION AND PRODUCTIVITY

Both motivation and employee productivity are two areas of research that have received significant supports in the last decade. Several studies (Velnampy, 2007; Sajuyigbe, et al., 2013; Vrancic, 2015) have been conducted to examine the impact of motivation on employee productivity. And a majority of these researches have revealed a significant level of relationship between motivation and employee productivity. For example, in a study conducted in Ibadan, Nigeria, on some selected manufacturing companies. Sajuyigbe, et al.

(2013) employing a sample size of 100 employees from the selected companies came to the conclusion that there is a correlation between employee pay, bonuses, praise, recognition and the performance of the organization. In a different study to test Maslow's hierarchy of needs theory by Velnampy (2007). The researcher came to conclusions that lower-level employees in Sri Lanka private and public sector consciously or unconsciously pay more attention to and attach more importance to lower-level needs and the same goes with higher-level employees.

All these studies have revealed a significant level of relationship between motivation and productivity. Motivation according to Alliyu (2000) is an inducement or which is mostly external or an inner drive to behave in a way that will lead to rewards. The quality of human resource management can influence the performances of an organization and hence the concern for improved organizational and employee performance has called for more attention to be given to employee motivation. Motivation can either be intrinsic or extrinsic and some reports have pointed out that extrinsic motivation deals primarily with the influence of external rewards like praise, money, feedbacks and minimized punishment. Intrinsic on the hand, deals with the influence of personal pleasure as the reason for performing a given activity or task (Abioro, 2013).

2.8.2 PERFORMANCE APPRAISAL IN NIGERIA

There is abundant evidence for example (Sajuyigbe, 2017; Asamu, 2013; Judith & Bassey, 2018) to suggest the presence of performance appraisal in Nigeria, especially within the public sector. Yet this evidence also indicated several challenges plaguing performance appraisal and its application as a tool for enhancing employee productivity and organizational performance in Nigeria. According to Asamu, (2013), many organizations performing below standard due to ineffective employee performance appraisal, this appraisal system are performed in Nigeria organizations with the aim of evaluating a specific aspect of the organization rather than for its use as a tool for facilitating growth and organizational productivity through the training and development, coaching and counseling of their employees. Banjoko, (1982) as cited in Asamu, (2013) posited that most Nigerian organization don't accord performance appraisal the appropriate role but rather place importance on training and development, salary and selection.

The ineffective nature of performance appraisal in Nigeria has led to the underperformance of several organizations and the Nigerian government has made several attempts and put several policies in place to address the challenge to performance appraisal in Nigeria (Iorfa, 2014).

In a study to investigate the factors influencing inefficient employee performance in Nigeria, Atakpa et al., (2013) opine that the following problems are associate with inefficient employee appraisal in Nigeria.

- Inadequate knowledge of the role and function of performance appraisal as a management tool for organizations
- Cultural values (There is a strong cultural influence in Nigeria that make it difficult for younger appraisal to correct older or elderly employees especially as regards what to do)
- Inadequate feedbacks from employees
- Lack of objectivity by appraisal supervisors

At the end of their study, Atakpa et al (2013) gave the following recommendations as solutions to the problems of inefficient performance appraisal in Nigeria.

- Organizations should ensure a transparent appraisal process
- Expert on performance appraisal with no ties to the employees should be used for the process (However, in contrast to the above, they believe that assessment of subordinates should be conducted only by immediate and direct supervisors).
- Organizations should employ the appropriate performance appraisal method that suits their organization
- More than one performance appraisal method should be adopted
- Attempts should be made to give employees a new perception of the performance appraisal process by ensuring objectivity.

2.9.0 LIMITATIONS TO PERFORMANCE APPRAISAL IN NIGERIA

There are many limitations effective employee appraisal process in Nigeria. First and foremost the fundamental challenge to performance appraisal in Nigeria inappropriate appraisal process which is a result of the inappropriate role accorded to performance appraisal by Nigerian organizations (Banjoko, 1982). Bias is another challenge to performance appraisal highlighted by Asamu (2013). For performance appraisal to be effective there must be transparency in the process (Brown et al., 2010; Anne, 2016) but most

organization undertake performance appraisal with the wrong approach and intentions (Asamu, 2013).

Some organizations adopt an informal approach to employee performance appraisal, there are organizations who accept the theory that when employees are trusted it can lead to increased productivity (Iorfa, 2014). Although Ugwu, (2011) proved that employers trust in employee has no significant impact on the productivity of the employees. In Nigeria, especially the public sector is often believed to be no man's responsibility or business. As such, people are often unwilling to undertake issues like performance appraisal especially when they feel they can overlook it (Iorta, 2014). Adebayo (2000) posited that some appraisers in Nigeria fabricated untrue result of the performance appraisal process for some reason which he highlighted to include:

- Anticipated favour from the appraisee or subordinated
- A supervisor who is guilty of misconduct and certain that certain members of his subordinates are aware become reluctant to give an adverse report.
- Fear of social consequence that may arise from the appraisal
- Fear of blackmail

A performance appraisal when effectively conducted can improve employee productivity by providing used feedbacks on current employee productivity. However, it has been noted that by (Ibrahim and Cross, 2019) that like most organizations in Nigeria, the Nigeria brewery plc is plagued with several challenges which include the lack of employee participation in the process of setting the goals and expectation of the performance appraisal process. In light of the above, this research work will attempt to evaluate the effect of employee performance appraisal on the productivity of Employees in Nigeria, using the Nigeria brewery Plc as a case study.

2.9.1 LITERATURE GAP

After a comprehensive review of literature, it is evident that several attempts has been made by various scholars and author to establish a clear understanding of the concept and process of the performance management system which has led to the examination and postulation of different approaches to performance appraisal. The literature review also indicated there is an in-depth study of performance appraisal, it methods and its impact on organizations. The link between performance appraisal and employee productivity has also been established by

various studies. Despite the availability of volumes of research and empirical studies on the impacts of training, development and appraisal on employee productivity and organizational performance, the existing literature suggest that performance management is a promising aspect of human resource management with so many potentials. It is considered to be an uncharted area of study by (Cascio & Bailey, 1995).

Existing literature have also revealed there are several empirical studies undertaking in Nigeria to study the relationship between performance appraisal and employee productivity. However, the majority of these studies were conducted outside the manufacturing sector of the Nigerian economy. The Manufacturing sector is the third largest contributor to the countries' GDP, contributing approximately 19% in 2020 which is a lot for a country like Nigeria operating a mono commodity-based economy (Michael & Anthon, 2015). This research work is thereby motivated by the need to evaluate the impact of performance appraisal on the performance of employees in the manufacturing sector using The Nigeria brewery plc as a case study.

3.0 CHAPTER THREE

RESEARCH METHODOLOGY

3.1 INTRODUCTION

The approach to the methodology adopted by a researcher for a given research work will impact the researchers ability to achieve the study's fundamental aims and objectives (Gill & Johnson, 2010). Therefore, there is a need for a critical evaluation of the research methodology to be employed in any given research. In tandem with the above, this chapter of the research will identify and discuss the various techniques and approaches employed in the research work to collect and analyze data.

The research methodology will treat the following areas of the dissertation: the research aim and objectives, research framework, research design, data collection, sampling technique, the research variable for data analysis, justification for the research methodology, the limitation to the research as well as the ethical considerations of the research

3.2 RESEARCH AIMS/OBJECTIVES

In evaluating the impact of performance appraisal on the productivity of employees in the Nigeria brewery plc this research hopes to increase the knowledge of the contextual application of performance appraisal in Nigerian organizations. According to Saunders et al; (2016), one vital tool in the design of an appropriate research method is the research questions. Therefore, it is important that the methods and techniques adopted by the research are structured in ways that will answer the research question and achieve the fundamental objectives of the research. This study is aimed at answering the following questions and hypothesis.

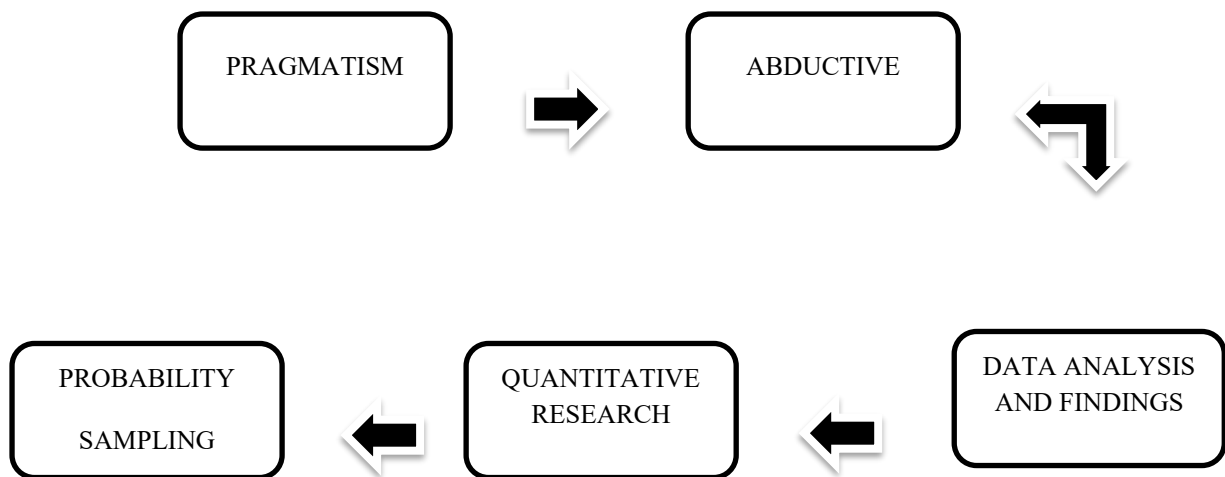
3.2.1 Research Objectives

1. To ascertain the efficacy of performance appraisal system in the Nigeria brewery plc
2. To examine how the management by objective method adopted by the Nigerian brewery plc has influenced effective performance appraisal in the Organization
3. To examine the effects of performance appraisal on employee motivation in the Nigeria brewery Plc.
4. To identify the challenges to performance appraisal in the Nigerian brewery plc.

3.2.2 Research Hypothesis

- H01: there is no positive relationship between employee productivity and performance appraisal in Nigeria
- H11: there is a positive relationship between employee productivity and performance appraisal in Nigeria
- H02: There is no relationship between employee motivation and employee productivity in Nigeria brewery plc.
- H12: There is a relationship between employee motivation and employee productivity in Nigeria brewery plc.

3.3 RESEARCH FRAMEWORK



3.4 RESEARCH PHILOSOPHY

The type of research philosophy adopted for a particular research work depends on the nature of the knowledge being investigated. Research philosophies according to Scotland (2012) are sets of beliefs that deal with the reality or knowledge under investigation. According to Saunders et al., (2016) five fundamental research philosophies are widely recognized and used in the field of business and management studies, positivism, realism, postmodernism, interpretivism and pragmatism. These different philosophies are unique in their own ways but the best philosophical approach will be the one that enables the researcher to achieve the research fundamental objectives (Saunders et al., 2016).

However, this research work is underpinned on the pragmatism philosophical approach. The pragmatism research philosophy acceptance of any concepts is based on the

concept's ability to support a particular action, therefore, this philosophy accepts that there are several ways of undertaking research and interpreting the world and no view or perspective can paint a complete picture (Saunders, Lewis & Thornhill, 2012). Saunders et al., (2016) posited that the pragmatism philosophy is aimed fundamentally at exploring different contextual experience and making a difference to existing organizational behaviours. This view was also shared by Kelemen and Rumens, (2008) who agreed that the pragmatism philosophy is important only where they support action and not in a vacuum. Since this research work is aimed at evaluating the impact of performance appraisal on the performance of the organization and hopefully and enhance the contextual usage of the performance appraisal tool within organizations in Nigeria. In line with the pragmatism philosophy a problem was identified (challenges to performance appraisal in Nigeria) and the study is aimed at finding solutions to the identified problem. The pragmatism philosophy adopted in this research work is that of a reflexive process of inquiry that came as a result of the doubt and a sense of the presence of wrong practice. By adopting different views, pragmatist believes a better picture of the subject can be given. Therefore, this work is designed to employ the use of a questionnaire for the collection of primary data and review of existing literature as a source of secondary data, thus creating a multi-method approach to the collection of quantitative data and analysis.

3.5 RESEARCH APPROACH

In presenting the methodological approach employed by the study to answer the research questions and testing the research hypothesis, the research method is employed. It provides an insight into the methodology used in the research design. The two widely used approaches in human behavioural research are the deductive and inductive approach (Saunders et al., 2016).

3.5.1 Deductive Approach

This approach is usually employed when research begins with data and ends with theories and it is more suitable for use in areas of research where there are many existing works (Saunders et al., 2016) from which theoretical framework and hypothesis have been defined as in the case of the concept of performance appraisal.

3.5.2 Inductive Approach

In contrast to the deductive approach which is suitable for research works where there are many existing works, this approach is usually employed when a research begins with theories and ends with data and it is more suitable for use in areas of research dealing with new topics, much debated, exciting and with little available literature (Saunders et al., 2016). This is applicable to this research which evaluates performance appraisal but within the limits of the Nigeria brewery plc.

3.5.3 Abductive Approach:

This is the approach adopted by this study. The abductive approach is a combination of both the inductive and deductive approach (Suddaby, 2006; Saunders et al., 2016). This approach encompasses the process involved in the collection of data with the aim of further exploring a phenomenon, generate or modify existing theories, describe patterns and employed usually when research moves from theories to data and vice versa (Saunders et al., 2016).

3.5.4 Justification for Abductive Approach

The adoption of this approach is justified by the fact that the research work covers an area of study with abundant literature (the conceptual meaning of performance appraisal) and also an area of study with limited literature (performance appraisal and the employee productivity in Nigeria brewery plc. The study moves conversely between theories and data and as such both, the deductive and inductive approach is relevant to the research. Hence, the adoption of the abductive approach.

Secondly, with the ability to combine both the deductive and inductive approaches, the abductive approach offers this research work the opportunity to make further developments on existing theories, generate untested inferences and conclusions and also identify themes. Besides, the pragmatist philosophy adopted by this research is compatible with the abductive method which can be used within different available research philosophies and often starts with the observation of certain facts, events or themes like the impact of performance appraisal on employee productivity in the Nigeria brewery plc (Saunders et al., 2012).

3.6 DATA COLLECTION APPROACH

Believing that no one view can paint a complete picture of a particular concept or idea, pragmatists believe in the collection of data from multiple sources and thus value both the qualitative and quantitative approaches to data collections, however, the approach adopted by the researcher is dependent on the nature of the research and study objectives (Saunders et al., 2016). As such, it is advocated by pragmatists for researchers to adopt a data collection approach that best suits their research objectives and goals (Kalemen and Rumens, 2008). The two fundamental approaches to data collections are the qualitative approach and the quantitative approach.

3.6.1 Qualitative Approach

This method includes; ethnography, discourse analysis, grounded theories, interpretative analysis and also involves the collection of usually non-numerical data (Palmer et al., 2006). It uses the interpretative method as a means of gaining deeper contextual knowledge of a given social phenomenon which is often subjected to the participant's experience (Polgar & Thomas, 2000). The method is informed by several philosophical thoughts like positivism, critical theory, constructivism and post-positivism (Guba & Lincoln, 2005) and examines several aspects of human life, like beliefs, culture, morality, etc. (Wertz et al. 2011). Besides, this approach according to Punch (2000) is time-consuming and as such making it unsuitable for this research work as the research is greatly limited by time.

3.6.2 Quantitative Approach

Unlike the qualitative method, this approach involves the collection of numerical data as a means of expressing the relationship between existing theories and research as a predilection to the approach of natural science and an objectivist conception (Bryman and Bell, 2015). This approach is designed to assess research phenomena through the collection of measurable data and analysed them via the use of statistical techniques (Bhat, 2020). This method is well suited to the collection of data that pertains to human attributes and characters (Saunders et al., 2016). Some scholars like Nastasi et al., (2010) opined that pragmatism philosophy is driven primarily by the research questions and context in deciding the appropriate research methodology. And although the quantitative approach to data collection provides the researcher with robust data, Robson, (2011) posited that there is no standardized approach to

quantifying the collection of data, sampling or the analysis of the collected data. However, this research will adopt the quantitative research method.

3.6.3 Justification for Quantitative Approach:

The adoption of this approach is justified by three basic factors. Firstly, the need for an approach that is suited for the collection of human behavioural data as the study is aimed primarily at evaluating the impact of performance appraisal on employee productivity at the Nigeria brewery plc. According to Saunders et al; (2016) the quantitative research method is well suited for the collection of data that pertains to human attributes and characters and it is an approach adopted by other similar studies (Anne et al., 2013; Sajuyigbe, 2017; Ibrahim & Cross, 2019).

Secondly, the method is justifiable by the need for an approach that is time-effective as this research work is constrained by time. Unlike the qualitative method which is time-consuming, the quantitative method according to Bryman and Bell, (2015) is time-effective and the findings and results can be easily presented, compared, analysed and generalized. Lastly, by providing researchers with a number of quantifiable data through the use of questionnaires and also helping to reduce the degree of subjectivity in the data collected, this method offers this research measurable attributes (Sim and Wright, 2000).

3.7 DATA COLLECTION METHODS

The method adopted by this research work in collecting its data was influenced by the research aim and objectives. Therefore, in order to achieve the research's fundamental objectives, the research work utilizes two fundamental methods in collecting research data, the primary and secondary data sources.

Primary Data: The primary source of data will be collected through the instrumentality of well-structured questionnaires which was administered to employees at different levels (senior, middle and junior) in the Nigeria brewery Plc. The questionnaire will provide us with the response of the research participants. The questionnaire method is easy to administer, cost-effective and well suited to the collection of data that pertains to human attributes and characters (Saunders et al, 2016) thereby making it more suited for this research type.

Secondary Data: The secondary data was sourced from a critical review of peer-reviewed journals, online articles, publications and literature on existing works. These data will serve as a guide to approaching this research following a footprint of hypothesis that has already been tested and proven

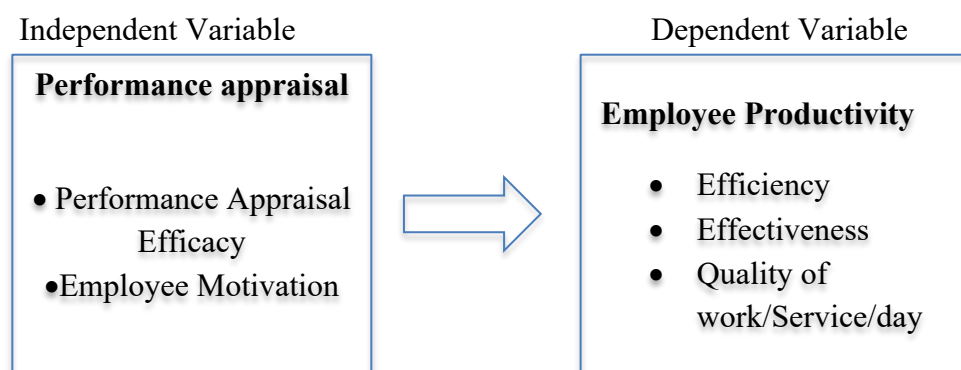
3.7.1 Research Instrument

This research work employed the use of an electronic questionnaire which was distributed to the research participants via electronic mails. The research questionnaire was structured using the Likert scale. The Likert scale minimizes the degree of subjectivity in the research work by offering the research a certain level of objectivity by providing the research participants with the opportunities to express their opinions within a certain level of agreement or disagreement with the research question rather than just subjecting the participant's opinion to a yes or no questions (Burns et al. 2008). Secondly, in addition to the reason provided above, structuring a questionnaire using the Likert scale according to Wheeler et al., (2011) is well suited for use with the Cronbach alpha method which was adopted by this research work in the determination of the research reliability and validity. In conclusion, the question developed in the research questionnaire was influenced by the research objectives although there is a retest of questions from similar studies conducted by Ibrahim & Cross, (2019) and Anne et al., (2013).

3.7.2 Measurement Scale

In order to measure employee productivity and performance appraisal, this study employed the use of the likert type scaled validated by Bekele *et al.*, (2014). This scale type in design is anchored on a 5- point rating scale. With structured responses ranging from strongly agree to strongly disagree. The performance appraisal scale and the productivity scale consists of ten items which are all tested for validity and reliability by means of the Cronbach alpha method.

3.7.3 Conceptual Framework



3.8 SAMPLE SELECTION

Sample selection assists researchers in making a generalization of the research findings and results which is referred to as sampling representation (Brink and Wood, 2001). There are basically two methods of sampling, probability and non-probability sampling (Saunders, et al, 2012).

Probability Sampling: The probability sampling method is grounded on the general assumption that by selecting a sample randomly from the available population and sampling frame, it becomes possible to specify the chances that the result obtained from the selected sample can therefore be applicable to a large number of samples. Researches that use the survey approach are commonly associated with the probability sampling method where inferences can be made with regards to the population sample to answer the proposed research questions and achieve the research goals and objectives (Castillo, 2009). It is important to state here that this research adopted the probability sampling method because it is in line with the research methods and philosophy. Further justification for the adoption of this technique is provided in heading 3.7.3.

Non-Probability Sampling: The non-probability sampling method offers the researcher a number of ways via which the sample can be selected from the sampling frame through a process that in most cases is dependent on the individual judgment (Saunders et al., 2016). While this approach may be practical for a pilot test of the research questionnaire, it is important to note that the non-probability sampling method may not in actuality allow the determination of the extent of the problem (Saunders et al., 2016). The research philosophy and method adopted makes the non-probability sampling method for this work as the research is designed to gather more objective data.

3.8.1 Justification for the Sampling Method

Firstly, the adoption of the probability sampling method was justified by the need to ensure a sampling technique in tandem with the research strategy and also because the probability method allows for the selection of an equivalent sample population (Denscombe, 2007).

Secondly, according to Saunders et al., (2016) when choosing an appropriate research sampling method, it is important that the researcher takes into consideration several factors like the limitation of time and access to the research participants. As such, due to the constraints of time and other environmental factors which have negatively impacted the

research design, planning and implementation of the research work, coupled with the restrictions in movement and socialization as a result of the novel coronavirus, it has necessitated the adoption of a limited study sample. These factors led to the adoption of the probability sampling technique postulated by Mugenda and Mugenda (2003) in the selection of the research sample size. In conclusion, the use of the probability sampling technique allows for equal participation chance for the entire research population (Bryman and Bell 2011). The equation is giving below:

$$n = \frac{N}{1 + N(e)^2}$$

Where the variables in the equation above are represented by

N= the total population sample of the Nigeria brewery plc which is 1100

n = Research sample size

e= research confidence interval which 0.09

Therefore:

$$n = \frac{N}{1 + N(e)^2}$$

$$n = \frac{1100}{1 + 1100(0.09)^2}$$

$$n = \frac{1100}{9.91}$$

$$n = 110.999$$

For ease of statistical calculation and to minimize error in the adoption of the simple percentage technique, a sample size of 110 was adopted by the research.

3.8.2 Questionnaire Piloting

Prior to this research, there was a pre-test of the suitability of the questionnaire as a research instrument among four academic colleagues. The questionnaire was piloted using four different samples, which were administered to a population sample different from the

targeted population in order to test the suitability of the research instrument and to identify any limitation or challenge with the questionnaire that may subsequently affect its suitability for use as a research instrument. This pilot test was necessary to determine whether the questionnaire contained elements that may compromise the credibility and neutrality of the data collected.

The result of the pilot test revealed the need for the restructuring of the questionnaire as the test noted that the questions asked might be difficult for research respondents to comprehend and as such compromise the quality and nature of the data obtained using the research instrument. In response to the above, the questionnaire was recalled and restructured to express a more simple usage of language and question structure. This was necessary to ensure a valid result.

Several scholars and researcher (Sim & Wright, 2000; Robertson & Dearling, 2004) have emphasized the need for a pilot study, it offers the researcher the opportunity to test the research instrument. The use of a pilot test allows the researcher to properly evaluate and assess the questionnaire content and determine its level of validity and reliability. It also provides an opportunity to ensure the questionnaire poses no problems to the data collected during the process of data analysis and computation (Saunders et al., 2009). It was further suggested by De Vaus, (2014) that there is the need for the piloting of even previously used questions, so as to align them within the context of the present study. It is also considered best practice among scholars to carry out a pilot test of the questionnaire on research respondents who bear similarity to the actual research participants (Oppenheim, 1999; de Vaus, 2014).

3.9 DATA PRESENTATION AND ANALYSIS

Version 26 of the Statistical Package for Social Sciences (SPSS) was used for the presentation of the collected data. This version of the Statistical Package for Social Sciences (SPSS) is the most widely recognized and used among business and management students (Bryman & Bell, 2011; Burns & Burns, 2008).

The quantitative data collected through the instrumentality of the questionnaire was checked by the researcher to ensure there is no inconsistency that may affect the overall findings and results gotten from the analysis of the data. The quantitative data were analysed with the aid of descriptive statistics and represented appropriately by means of diagrams and tables. The

Chi-square techniques will be adopted to test the research hypothesis and establish the level of variable and data dependency or independency.

$$X^2 = \sum \frac{(F_o - F_e)^2}{F_e}$$

Where:

Σ = Summation notation

X² = Chi-square distribution

F_o = Number of Frequency Observed

F_e = Number of Frequency Expected

3.9.1 ETHICAL CONSIDERATIONS

The research work took several steps to ensure that both the research data and the research participants are not affected by the research. According to Robson (2011), ethics involves various issues ranging from privacy, confidentiality, research participants protection and the voluntary participation of the research respondents. Several ethical guidelines and policies of the National College of Ireland on the procedures for appropriately conducting research work that are in line with professional disciplines were taken into consideration. For example, the cover letter attached to the structured questionnaire given to the research participants clearly informs the participants of the fundamental aims and objectives of the research (see appendix 1), this is in line with Sim and Wright, (2000) who emphasized the need to clearly state the reason for their participation in the research. Besides the ethical guidelines given by the national college of Ireland the following ethical issues were taken into consideration by this research work:

- Ensuring the research participant are fully aware of the voluntary nature of their participation
- Full consent is gotten from the research participants
- Ensure the privacy of research participants
- Ensure the confidentiality of research data

- Ensure a transparent and honest research work
- Ensure accurate representation of the collected data

3.9.2 LIMITATIONS

Irrespective of the approach adopted in research work, there is bound to be some limitations. Some of the limitations of this research work include the following: the survey approach employed by the research through the instrumentality of questionnaire makes it difficult to cover the research population which led to the adoption of the probability research sample size using the technique as postulate by Mugenda and Mugenda (2003). The approach employed in deciding a research sample size can produce a number of errors, however, according to Armstrong (2009) statistical methods and technique can be used to establish a confidence limit. Hence the use of the random sampling method above which in actuality may not be perfect but offers a certain degree of chance and probability that the result gotten from the sample size can be applicable to the population size.

Another limitation to the research work is the limitation posed by using a structured questionnaire which could limit the research participant's opinion on a given subject matter. The research was greatly constrained by time coupled with the global restriction posed by the novel coronavirus. The restriction placed by institutions and government has limited the research primary source of data to questionnaire alone as conducting interviews will not be possible, even though additional data from interviews would have enhanced the research as posited by Saunders et al., (2016).

4.0 CHAPTER FOUR

PRESENTATION OF FINDINGS, RESULT AND ANALYSIS

4.1 INTRODUCTION

Chapter four of this research work will cover the presentation, analysis and discussion of the primary data collected through the administration of the research questionnaire. The collected data was first and foremost check to ensure their reliability before they were presented and analysed through the use of descriptive statistics and represented by means of diagrams and tables. To test the research hypothesis, the Chi-square techniques were adopted in establishing the level of variable and data dependency or independency. The study was designed to evaluate the impact of performance appraisal on employee's productivity at the Nigeria Brewery Plc. In this research work, the data analysis was conducted in line with the studies objectives which were to ascertain the efficacy of performance appraisal system in the Nigeria brewery plc, to examine how the objectives and goals developed by the management of the Nigerian brewery plc has influenced effective performance appraisal in the Organization and to examine the effects of employee compensation on the productivity of employees in the Nigeria brewery Plc.

4.2 RESPONSE RATE

Due to global restriction in movement and the implementation by the Nigeria Government, the research adopted a sample size of 110 from the employees at all levels of the Nigerian brewery plc. In addition, the sample size was influenced by the staff strength at the Nigerian Brewery Plc to ensure manageability of the research data. The questionnaires were administered to the research participants via mails and the table below provides details of the responses.

Table 4.2: Respondent Response Rate

Questionnaire	Frequency	percentage
Distributed	110	100%
Retrieved	105	95.5%
Invalid	7	6.4%
Valid	98	89.1%

Source: Field Data

From the above table there is an indication that of the total number of questionnaires distributed to the research participants, only 105 were returned and of these numbers returned 7 were considered to be invalid due to inconsistencies in the way they were completed by the participant. The response rate of the research is 89.1% which according to Keeter et al. (2017), is very much within the acceptable limit as research response rate ranging from 70 and above can provide a base of excellent research analysis and also serve as a benchmark for other research works.

4.3 RELIABILITY AND VALIDITY TEST

Research reliability and validity is a measure of the research's consistency and stability (Drost, 2011). In this research work, the Cronbach alpha method will be adopted in determining the validity and reliability of this study. This method is considered to be suitable especially if the validity to be determined is related to human behavior (Smallbone and Quinton, 2004). The method is often employed when the measurement done is similar to the one used in this study using the likert scale in the structuring of the research questionnaire (Wheeler et al., 2011). The Cronbach alpha test is designed to assess the level of accuracy in the measurement of the variables of interest (Vaske et al, 2017). The equation for the Cronbach alpha method is given below, however, the SPSS statistical package will be employed in calculating the level of reliability.

Cronbach's Alpha Formula:

$$\alpha_{st} = \frac{N \cdot \bar{r}}{1 + (N - 1) \cdot \bar{r}}$$

Where N is the number of items and r is the means correlation between the numbers of items.

Using the SPSS statistical package the Cronbach's alpha reliability was carried out based on the reliability of 29 questions to access the impact of performance appraisal on employee

productivity at the Nigeria Brewery Plc. The table below provides a result of Cronbach's reliability test.

Table 4.3 Cronbach's reliability test

Reliability Statistics	
Cronbach's Alpha	N of Items
.931	29

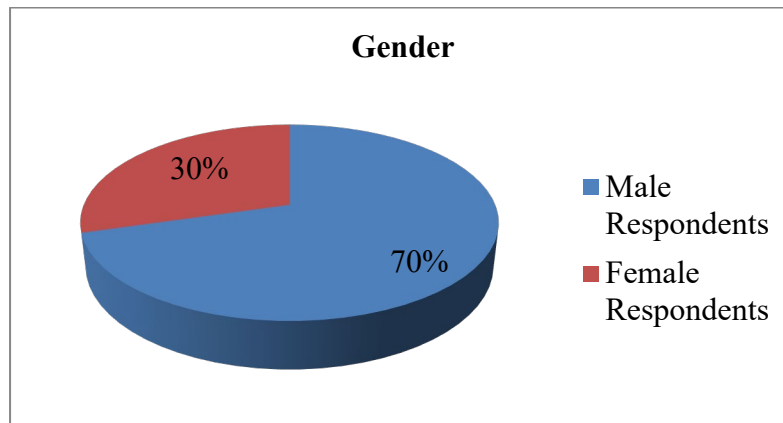
Source: Research data computation using SPSS Software

Consistent with Taber (2018), who posited that the values obtained in a survey must be acceptable generally, especially when used in measuring the consistency in internal data analysis, the analysis of the table above shows that the result of the study is acceptable. Internal consistency according to Bolarinwa, (2015) is the extent to which items on the instrument measure the same construct. Although there is no standardize rule for the measurement of internal consistency, however, researcher like (Whitley, 2002; Robinson, 2011; Burns and Burns, 2008) have come to agree that a minimum value of 0.70 is considered acceptable. The test for reliability is essential to every research work as it relates to the level of consistency in the research instrument (Huck, 2007).

4.4. DEMOGRAPHY OF RESEARCH RESPONDENTS

In this section of the research work, the demographic data of the research respondents will be analysed. The first seven questions in the questionnaire were designed to obtain this information which will be useful in providing insights into the background of the research respondents. The demographic data collected in the questionnaire includes the sex, age, marital status, service duration, official status, salary level and the respondent's level of education.

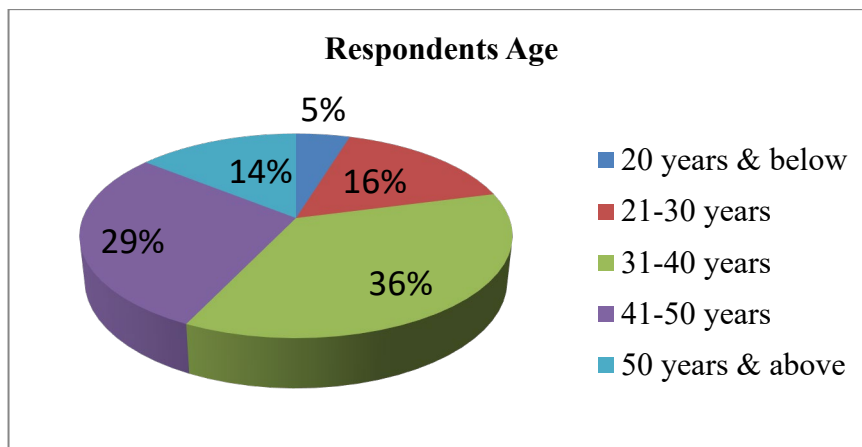
Figure 4.4.1 Classification of Respondents by Gender



Sources: Research data

From the table above there were more males than females in the study sample for the evaluation of the impact of performance appraisal on the productivity of employees at the Nigeria Brewery Plc. The distribution is set at 74 males amounting to 70% of the respondent and 31 females amounting to 30% of the study sample.

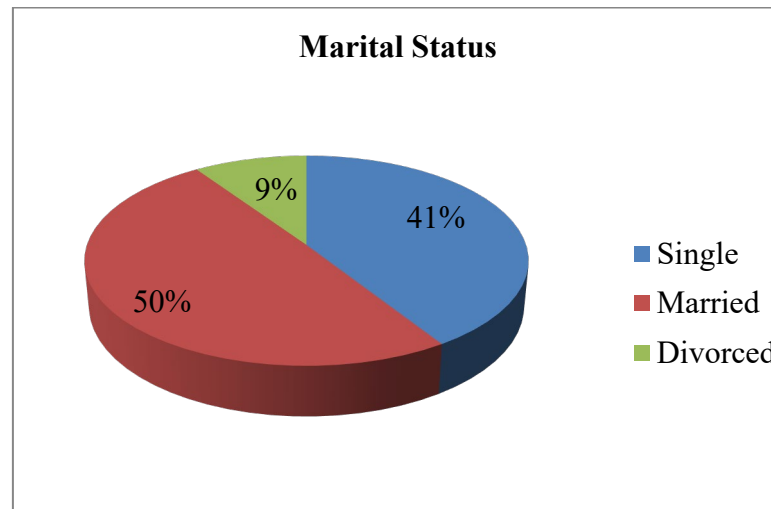
Figure 4.4.2 Classification of Respondents by age



Sources: Research data

Form the age distribution in table 4.4.2 above the prevalent age group in the research respondent are people of age between 31-40 age brackets which amounts to 36%. Only 5% of the respondents were of age below 20. The age brackets 21-30 years amounts for 16%, 41-50 years amounts to 29% and employee of age 50 and above amount to 14% of the research respondents.

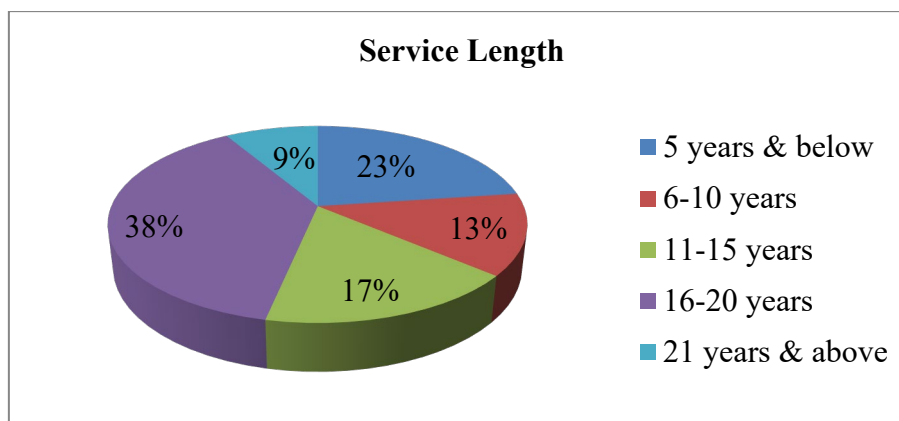
Figure 4.4.3 Classification of Respondents by Marital status



Sources: Research data

The figure above indicates that a total of 52 of the research respondents amounting to 51% are married. 41% are single and a total of 10 research respondent which makes up 9% of the respondents are divorced.

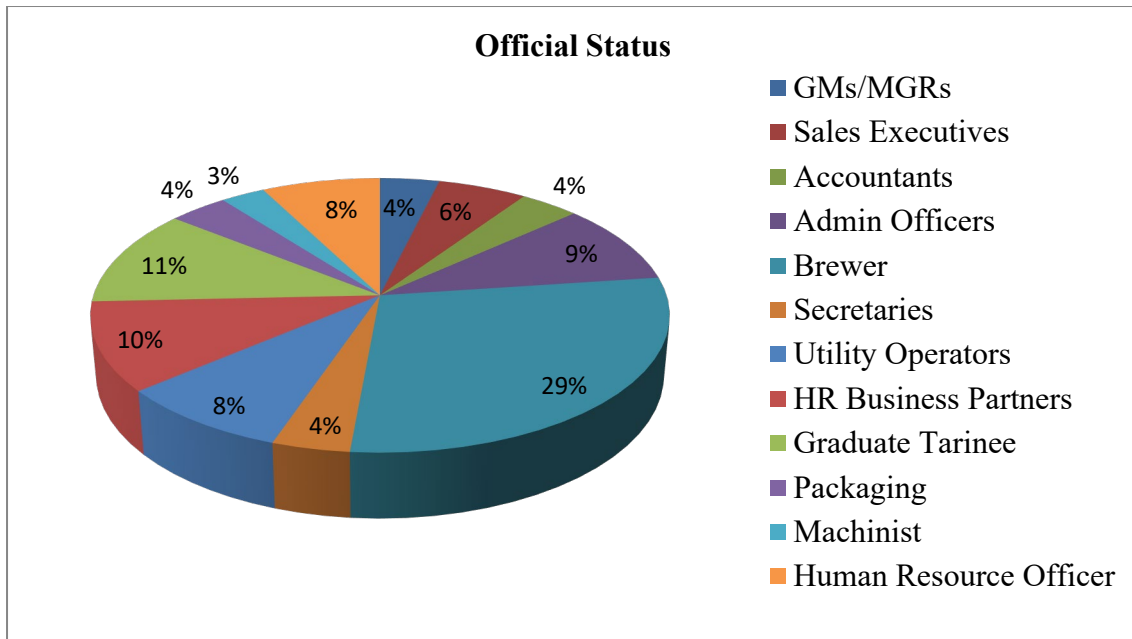
Figure 4.4.4 Classification of Respondents by Length of Service



Sources: Research data

The figure above indicates that of the 105 respondents, 23% have put in 5 years and below; 13% have worked for a period of 6 to 10 years, 17% respondents have worked for between 11 to 15 years; 38% respondent have served for between 16 to 20 years and 9% of the respondents have worked in the organization for over 21 years.

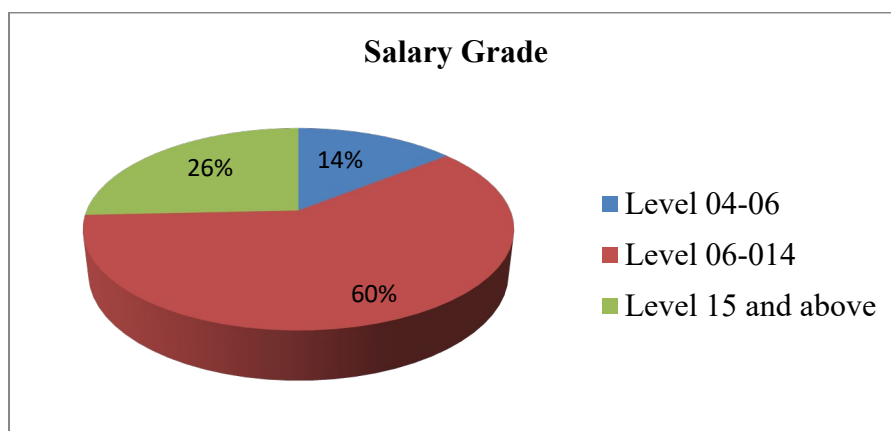
Figure 4.4.5 Classification of Respondents by Official Status



Sources: Research data

From the figure above, there is 4% representation of the managerial groups; 6% representation for the sales executives; 4% for accountants; 9% for administrative staffs; 29% for Brewers; 4% for secretaries; 8% for utility operators; 10% for human resource business partners, 11% for graduate trainees; 4% for packagers, 3% for machinist and 8% of the respondents are human resource officers.

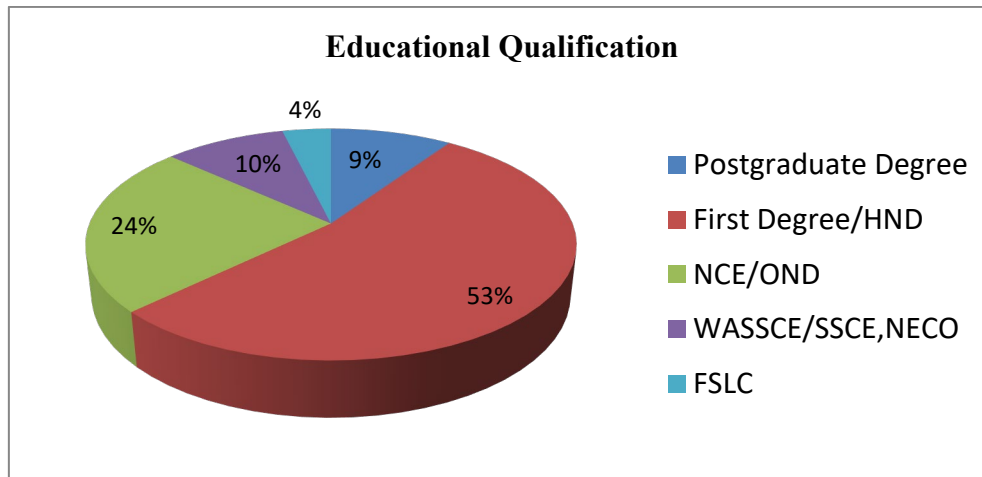
Figure 4.4.6 Classification of respondents by Salary Grade



Sources: Research data

Based on salary distribution; a greater number of the respondent fall within the salary grade of 06-14 consisting of 60% of the total respondent. 14% of the respondents are within the salary grade 04-06 and 26% fall within the managerial salary level which is represented by level 15 and above.

Figure 4.4.7: Classification of respondents by Educational Qualification



Sources: Research data

Figure 4.4.7 provides a classification of the research respondents by the level of their educational achievement. The table indicates that a major percentage of the workers are skilled and educated. 9% of the respondents possessed a postgraduate degree, 54% of the respondents have obtained their first degree (BSc, BA, B.Ed. etc.), 24% have NCEs (National Certificate Examination) and ONDs (Ordinary National Diploma) and 4% only possess FSLC (First School Leaving Certificate).

4.5 RESEARCH FINDINGS AND RESULTS

Discussed below are the results of the survey conducted on the impact of performance appraisal on employee productivity at the Nigeria brewery plc.

4.5.1 Research Objective One:

This section of the research work in line with objective one of the research sought to ascertain the efficacy of performance appraisal system in the Nigeria brewery plc.

Structuring the questions using the likert scale where 5=Strongly Agree, 4=Agree, 3= Undecided, 2=Disagree and 1=strongly disagree; the research respondents were required to answer some questions in relation to the above stated objective.

Table 4.5.1 Responses to Q10, Q11, Q12 and Q13

Questions	SA	%	A	%	U	%	D	%	SD	%	TOTAL	%
Q10. The performance appraisal system in the Nigeria Brewery Plc is very effective	16	16.3	20	20.4	12	12.2	35	35.7	15	15.3	98	100
Q11. managers ensure that there is timely feedback on performance of all employees	8	8.2	19	19.4	13	13.3	34	34.7	24	24.5	98	100
Q12. Appraisal system in our organization is growth and development oriented	9	9.2	18	17.3	15	15.3	38	38.8	18	19.4	98	100
Q13. The organization carries out performance evaluation of each individual employee	13	13.3	44	44.9	12	12.2	19	19.4	10	10.2	98	100
Valid N (listwise)											98	

Sources: Research data

Findings

From table 4.7.1b above, of the 98 respondents 16.3% strongly agree, 20.4% agree that the performance appraisal system in the Nigeria Brewery Plc is very effective. 12.2% are undecided about the question, 35.7% disagree and 15.3% strongly disagree with the question. Results from the second question indicated that 8.2% strongly agree and 19.4% agree that managers at Nigeria brewery plc ensure that there is timely feedback on performance of all employees. 13.3% are undecided about the question leaving 34.7% who agree and 24.5% who strongly disagree with the question asked.

Similarly, results from the third question indicated that 9.2% strongly agree and 17.3% agree

that the appraisal system in our organization is growth and development oriented. 15.3% are undecided about the question leaving 38.8% who agree and 19.4% who strongly disagree with the question asked.

Lastly, from table 4.7.1b above, 13.3% strongly agree and 44.9% agree that the organization carries out performance evaluation of each individual employee. 12.2% are undecided about the question leaving 19.4% who disagree and 10.2% who strongly disagree with the question asked.

Results

With a greater percentage of respondents disagreeing to the statement Q10, Q11 and Q12 respectively but agreeing to Q13 which states the organization carries out performance evaluation of each individual employee, a conclusion is drawn that although the Nigeria brewery plc undergoes routine performance appraisal the performance appraisal process at the organization is effective. This finding is in tandem with the finding of Asamu (2013) who attributed the inefficacy of performance appraisal in Nigeria to the presence of bias and also in line with Banjoko, (1982) who in his research concluded to the performance appraisal process in the Nigerian public is not to the standard it should be and cited inappropriate appraisal process as one of the fundamental causes of the lack of effectiveness of performance appraisal in the Nigeria public sector.

4.5.2 Research Objective two

This section of the research work in line with objective one of the research sought to examine how the management by objective method adopted by the Nigerian brewery plc has influenced effective performance appraisal in the Organization.

Structuring the questions using the likert scale where 5=Strongly Agree, 4=Agree, 3=Undecided, 2=Disagree and 1=strongly disagree; the research respondents were required to answer some questions in relation to the above stated objective.

Table 4.5.2 Responses to Q5, Q6, Q7, and Q8

Questions	SA	%	A	%	U	%	D	%	SD	%	TOTAL	%
Q5. I have a good understanding of the organization's goals and objective	85	86.7	6	6.1	2	2.0	5	5.1	0	0	98	100
Q6. Participation of employees in setting organizational goals helps to enhance employees to be more committed	80	81.6	18	18.4	0	0	0	0	0	0	98	100
Q7. Employees understanding of their responsibilities helps to enhance their productive	81	82.7	18	17.3	0	0	0	0	0	0	98	100
Q8. Employees are motivated to be more productive by tied goals and objectives achieved with rewards	63	64.3	30	30.6	3	3.1	2	2.0	0	0	98	100
Valid N (listwise)											98	

Sources: Research data

Findings

From table 4.7.2b above, 81.7% respondents strongly agreed that they have a clear understanding of the organization's aims and objective thus giving more credence to the questions that follow.

Results from the second question indicated that 81.8% strongly agree and 18.4% agree that the participation of employees in setting organizational goals helps to enhance employees to be more committed.

Similarly, results from the third question asked indicated that 82.7% strongly agree and 17.3% agree that employees understanding of their responsibilities help to enhance their productivity.

Lastly, results from question 8 show that, 64.3% strongly agree, 30.6 agree that employees are motivated to be more productive by tied goals and objectives achieved with rewards which leave only 3.1% undecided and 2% disagree with the question asked.

Results

Analysis of the results obtained from the outcome of Q5, Q6, Q7, and Q8 indicated that the management by objective method of performance appraisal has a significant impact on the productivity of employees at the Nigeria brewery plc. This finding is in line with the finding of Ibrahim and Cross (2019) and also in line with the finding of Zayum et al., (2017) who in a study to examine the impact of Performance Appraisal and Employee Productivity in Plateau State Internal Revenue Service, Nigeria concluded that the management by objective approach adopted by the organization impact its performance appraisal process.

4.5.3 Research Objective Three

This section of the research work in line with objective one of the research sought to identify the challenges to performance appraisal in the Nigerian brewery plc..

Structuring the questions using the likert scale where 5=Strongly Agree, 4=Agree, 3=Undecided, 2=Disagree and 1=strongly disagree; the research respondents were required to answer some questions in relation to the above stated objective.

Table 4.5.3 Responses to Q25, Q26, Q27, Q28 and Q29

Questions	SA	%	A	%	U	%	D	%	SD	%	TOTAL	%
Q25. My manager provides me with fair feedback.	8	8.2	23	23.5	6	6.1	41	41.8	20	20.4	98	100
Q26. The ratings adequately reflect my performance.	10	10.2	25	25.5	9	9.2	37	37.8	17	17.3	98	100

Q27. My rater is biased about my job performance.	11	11.2	34	34.	15	15.	29	29.	9	9.2	98	100
				7		3		6				
Q28. The appraisal system does not manage me better.	15	15.3	22	22.	18	18.	26	26.	17	17.3	98	100
				4		4		5				
Q29. My ratings are based on reasonable expectations from my work.	15	15.3	32	32.	10	10.	34	34.	7	7.1	98	100
				7		2		7				
Valid N (listwise)											98	

Sources: Research data

Findings

From table 4.7.1b above, of the 98 respondents 8.2% strongly agree, 23.5% agree that their manager provides them with fair feedback. 6.1% are undecided about the question, 41.8% disagree and 20.4% strongly disagree with the question.

Results from question 26 indicated that 10.2% strongly agree and 25.5% agree that the result of their ratings adequately reflects my performance. 9.2% are undecided about the question leaving 37.8% who agree and 17.3% who strongly disagree with the question asked.

Similarly, results from question 27 indicated that 11.2% strongly agree and 34.7% agree that their rater is biased about my job performance. 15.3% are undecided about the question leaving 29.6% who agree and 9.2% who strongly disagree with the question asked.

Results from question 28 indicated that 15.3% strongly agree and 22.4% agree that the appraisal system at Nigeria brewery does not manage me better. 18.4% are undecided about the question leaving 26.5% who agree and 17.3% who strongly disagree with the question asked.

Lastly, the outcome of question 29 shows that 15.3% strongly agree and 32.7% agree that their ratings are based on reasonable expectations from their works. 10.2% are undecided about the question leaving 34.7% who disagree and 7.1% who strongly disagree with the question asked.

Results

A critical analysis of the results obtained from the outcome of Q25, Q26, Q27, Q28 and Q29 highlighted a number of factors including bias, unreasonable expectations by employers from

employees and also inadequate feedbacks as challenges to performance appraisal in the Nigeria brewery plc. Making scholars like London & Smither, (2002), Medvedeff et al., (2008), Maurer (2011) have cited untimely and inadequate feedback as a major challenge to performance appraisal. Therefore the findings are in line with contemporary studies on the challenges to performance appraisals

4.6 PERFORMANCE APPRAISAL AND EMPLOYEE PRODUCTIVITY AT THE NIGERIA BREWERY PLC

Structured in line with the research hypothesis one:

- H01: there is no positive relationship between employee productivity and performance appraisal in Nigeria
- H11: there is a positive relationship between employee productivity and performance appraisal in Nigeria

This section aims to investigate and establish if there is a relationship between performance appraisal and employee productivity at the Nigeria brewery plc by using structured question Q14, Q15, Q16, Q17 and Q18, responses were obtained from the research participants. The table 4.6a and 4.6b below provides a representation of the outcome of question Q14, Q15, Q16, Q17 and Q18 respectively.

Table 4.6a

Descriptive Statistics

	N	Minimum	Maximum	Sum	Mean	Std. Deviation
Q14	98	1.00	5.00	435.00	4.4388	.77415
Q15	98	1.00	5.00	394.00	4.0204	1.00493
Q16	98	1.00	5.00	327.00	3.3367	1.18360
Q17	98	1.00	5.00	306.00	3.1224	1.17767
Q18	98	1.00	5.00	336.00	3.4286	1.23522
Valid N (listwise)	98					

Table 4.6b Responses to Q14, Q15, Q16, Q17 and Q18

Questions	SA	%	A	%	U	%	D	%	SD	%	TOTAL	%
Q14. Performance appraisal has a great impact on employee productivity	55	56.1	35	37.7	5	5.1	2	2	1	1	98	100
Q15. The quality and quantity service improves after performance appraisal	34	34.7	45	45.9	9	9.2	7	7.1	3	3.1	98	100
Q16. The quality of service delivery depends on outcome of performance appraisal	15	15.3	38	38.8	18	18.4	21	21.4	7	7.1	98	100
Q17. The Productivity output depends on the outcome of performance appraisal	15	15.3	36	36.7	16	16.3	10	10.2	8	8.2	98	100
Q18 Performance appraisal has a positive impact on the employee productivity	18	18.4	42	42.9	10	10.2	20	20.4	8	8.2	98	100
Valid N (listwise)											98	

Sources: Research data

FINDINGS

Computation of the result obtained from the survey as indicated in the table above indicated that of the 98 research respondents, 56.1% strongly agree and 37.7% agree that performance appraisal has a great impact on employee productivity at the Nigeria brewery plc. 5.1% are undecided about the question, 2% disagree and 1% strongly disagrees with the question. With regards to question 15, 34.7% strongly agree and 45.9% agree that the quality and quantity of service improves after performance appraisal. 9.2% are undecided about the question leaving 7.1% who disagree and 3.1% who strongly disagree with the question asked. With respect to question 16 of the survey, 15.3% strongly agree and 38.8% agree that the

quality of service delivery depends on the outcome of performance appraisal. 18.4% are undecided about the question leaving 21.4% who disagree and 7.1% who strongly disagree with the question asked.

Similarly, results of question 17 indicated that 15.3% strongly agree and 36.7% agree that the Productivity output depends on the outcome of performance appraisal. 16.3% are undecided about the question leaving 10.2% who disagree and 8.2% who strongly disagree with the question asked.

Lastly, the outcome of question 18 shows that 18.4% strongly agree and 42.9% agree Performance appraisal has a positive impact on employee productivity. 10.2% are undecided about the question leaving 20.4% who disagree and 8.2% who strongly disagree with the question asked.

RESULTS

A critical analysis and examination of the result obtained above as documented in table 4.6b rejects the null hypothesis H01 there is no significant relationship between performance appraisal and employee productivity in the Nigeria brewery plc and accepted the alternate research hypothesis one H11, thus confirming that there is a significant relationship between performance appraisal and employee productivity in the Nigeria brewery plc. Nonetheless, the result obtained from the analysis above will be subjected to further testing using the Chi-square test.

4.6.1 RESEARCH HYPOTHESIS ONE

- H01: there is no positive relationship between employee productivity and performance appraisal in Nigeria
- H11: there is a positive relationship between employee productivity and performance appraisal in Nigeria

Data collected from the survey were analysed using the Pearson Chi-square test in order to test the research hypothesis using the SPSS version 26 software. The result is given in the table below:

Table 4.6.1 Test for Hypothesis one

Chi-square test for hypotheses

Hypotheses 1: Rejects null hypothesis	Q14	Q15	Q16	Q17	Q18
Means values of responses	4.4388	4.0204	3.3367	3.1224	3.4286
Chi-square	123.53	71.39	26.59	22.91	37.31
Df	4.00	4.00	4.00	4.00	4.00
P-value	.0000	.0000	.0000	.0001	.0000

Decision rule

In deciding which hypothesis to accept and which to reject, the decision states that the null hypothesis must be rejected and the alternative hypothesis is accepted if the calculated Chi-square value (CX^2) is greater than the tabulated Chi-square value (TX^2)

Result

From the information provided in table 4.6.1 above, the result obtained from the Pearson Chi-square test analysis of the hypothesis showed that the calculated Chi-square value (CX^2) is greater than the tabulated Chi-square value (TX^2) (see appendix 2 for the tabulated Chi-Square value). Therefore the null hypothesis H_0 1 stating there is no positive relationship between employee productivity and performance appraisal in Nigeria brewery plc will be rejected and the alternate hypothesis H_1 1 stating there is a positive relationship between employee productivity and performance appraisal in Nigeria brewery plc will be accepted. The result of the finding is in line with Bekele et al., (2014) emphasized there is a positive correlation between performance appraisal and employee productivity.

The analysis above, therefore answers the questions Q14, Q15, Q16, Q17 and Q18, accepts the alternate hypothesis H_1 1 stating there is a positive relationship between employee productivity and performance appraisal in Nigeria brewery plc and rejects the null hypothesis

(H01) which states there is no positive relationship between employee productivity and performance appraisal in Nigeria brewery plc.

4.7 EMPLOYEE PRODUCTIVITY AND MOTIVATION AT THE NIGERIA BREWERY PLC.

Structured in line with the research hypothesis two:

- H02: There is no relationship between employee motivation and employee productivity in Nigeria brewery plc.
- H12: There is a relationship between employee motivation and employee productivity in Nigeria brewery plc.

This section aims to investigate and establish if there is a relationship between employee motivation and employee productivity in Nigeria brewery plc by using structured question Q19, Q20, Q21, Q22, Q23 and Q24, responses were obtained from the research participants. The table 4.7a and 4.7b below provides a representation of the outcome of question Q19, Q20, Q21, Q22, Q23 and Q24 respectively.

Table 4.7a

Descriptive Statistics

	N	Minimu m	Maximu m	Sum	Mean	Std. Deviation
Q19	98	1.00	5.00	307.00	3.1327	1.33654
Q20	98	1.00	5.00	333.00	3.3980	1.22466
Q21	98	1.00	5.00	336.00	3.4286	1.11226
Q22	98	1.00	5.00	324.00	3.3061	1.23027
Q23	98	1.00	5.00	313.00	3.1939	1.28158
Q24	98	1.00	5.00	349.00	3.5612	1.08472
Valid N (listwise)	98					

Table 4.7b Responses to Q19, Q20, Q21, Q22, Q23 and Q24

Questions	SA	%	A	%	U	%	D	%	SD	%	TOTAL	%
Q19. My performance rating is based on how well am doing	15	15.3	35	35.7	10	10.2	24	24.5	14	14.3	98	100
Q20. I am motivated to work harder by the outcome of performance appraisal	17	17.3	40	40.8	15	15.3	17	17.3	9	9.2	98	100
Q21 I am satisfied and motivated with the way appraisal system is used to evaluate my performance	14	14.2	43	43.9	17	17.3	19	19.4	5	5.1	98	100
Q22. Performance appraisal process encourages co-operation	15	15.3	41	41.9	8	8.2	27	27.6	7	7.1	98	100
Q23. I am satisfied with the way the performance appraisal system is used to set my performance goals for each rating period	14	14.3	37	37.8	13	13.3	22	22.4	12	12.2	98	100
Q24 The performance appraisal system has helped improve job performance	15	15.3	45	45.9	12	12.2	16	16.3	10	10.2	98	100
Valid N (listwise)											98	

Sources: Research data

FINDINGS

Computation of the result obtained from the survey as indicated in the table above indicated that of the 98 research respondents, 15.3% strongly agree and 35.7% agree that their performance rating is based on how well they doing. 10.2% are undecided about the question, 24.5% disagree and 14.3% strongly disagrees with the statement.

With regards to question 20, 17.3% strongly agree and 40.8% agree that they are motivated to work harder by the outcome of performance appraisal. 15.3% are undecided about the question leaving 17.3% who disagree and 9.2% who strongly disagree with the statement.

The result of question 21 shows 14.2% strongly agree and 43.9% agree to be satisfied and motivated with the way appraisal system is used to evaluate their performance. 17.3% are undecided about the question leaving 19.4% who disagree and 5.1% who strongly disagree with the question asked.

Question 22 shows 15.3% strongly agree and 41.9% agree that the performance appraisal process encourages co-operation among workers at the organization. 8.2% are undecided about the question leaving 27.6% who disagree and 7.1% who strongly disagree with the question asked.

Similarly, question 23 indicated that 14.3% strongly agree and 37.8% agree that they are satisfied with the way the performance appraisal system is used to set my performance goals for each rating period.13.3% are undecided about the question leaving 22.4% who disagree and 12.2% who strongly disagree with the statement.

Lastly, the outcome of question 24 shows that 15.3% strongly agree and 45.9% agree that the performance appraisal system has helped improve job performance.12.2% are undecided about the question leaving 16.3% who disagree and 10.2% who strongly disagree with the statement..

RESULTS

A critical analysis and examination of the result obtained above as documented in table 4.7b rejects the null hypothesis H02 stating there is no relationship between employee motivation and employee productivity in Nigeria brewery plc and accepted the alternate research hypothesis one H12, thus confirming that there is a relationship between employee motivation and employee productivity in Nigeria brewery plc. Nonetheless, the result obtained from the analysis and presented in table 4.7b above will be subjected to further testing using the Chi-square test.

4.7.1 RESEARCH HYPOTHESIS TWO

- H02: There is no relationship between employee motivation and employee productivity in Nigeria brewery plc.
- H12: There is a relationship between employee motivation and employee productivity in Nigeria brewery plc.

Data collected from the survey were analysed using the Pearson Chi-square test in order to test the research hypothesis using the SPSS version 26 software. The result is given in the table below

Table 4.7.1 Test for Hypothesis Two

Chi-square test for hypotheses

Hypotheses 1: Rejects null hypothesis	Q19	Q20	Q21	Q22	Q23	Q24
Means values of responses	3.1327	3.3980	3.4286	3.3061	3.1939	3.5612
Chi-square	20.47	28.73	40.780	42.20	22.510	42.31
Df	4.00	4.00	4.00	4.00	4.00	4.00
P-value	.0004	.0000	.0000	.0000	.0002	.0000

Decision rule

In deciding which hypothesis to accept and which to reject, the decision states that the null hypothesis must be rejected and the alternative hypothesis is accepted if the calculated Chi-square value (CX2) is greater than the tabulated Chi-square value (TX2)

Result

From the information provided in table 4.7.1 above, the result obtained from the Pearson Chi-square test analysis of the hypothesis showed that the calculated Chi-square value (CX2) is

greater than the tabulated Chi-square value (TX2) (see appendix 2 for the tabulated Chi-Square value). Therefore the null hypothesis H02 stating there is no relationship between employee motivation and employee productivity in Nigeria brewery plc is rejected and the alternate hypothesis H12 stating there is a relationship between employee motivation and employee productivity in Nigeria brewery plc will be accepted. The finding is also in line with the observation of Meysam (2012) who also posited that employee motivation can impact their level of productivity.

The analysis above, therefore answers the questions Q19, Q20, Q21, Q22, Q23 and Q24. Therefore, accepts the alternate hypothesis H12 stating there is a relationship between employee motivation and employee productivity in Nigeria brewery plc and rejects the null hypothesis H02 which states there is no relationship between employee motivation and employee productivity in Nigeria brewery plc.

4.8 CHAPTER SUMMARY

This chapter of the research dissertation presented the finding and results of the survey in investigating the impact of performance appraisal on employee productivity in the Nigeria brewery plc. The analysis of the result obtained from the survey indicated the following:

- There is a relationship between employee productivity and performance appraisal in Nigeria Brewery plc.
- There is a relationship between employee productivity and employee motivation
- Despite the presence of routine performance appraisal in the Nigeria brewery plc, the performances appraisal system is not as effective as it should be
- The management by objective method of performance appraisal has a significant impact on the productivity of employees at the Nigeria brewery plc.
- Analysis of the results obtained from the outcome of Q25, Q26, Q27, Q28 and Q29 highlighted a number of factors including bias, unreasonable expectations by employers from employees and also inadequate feedbacks feedback as challenges to performance appraisal in the Nigeria brewery plc.

The next chapter will discuss in details all the findings and results of the research.

5.0 CHAPTER FIVE

DISCUSSION OF RESEARCH FINDING FINDINGS

5.1 INTRODUCTION

In this section, the research will attempt at providing a detailed discussion of the several findings of the studies. The discussion in this chapter will be structured in line with the research hypothesis and objectives. An attempt will also be made at creating a link between the findings of other scholarly works conducted both within and outside the domain of Nigerian organizations.

5.2 RESEARCH HYPOTHESIS ONE

- H01: there is no positive relationship between employee productivity and performance appraisal in Nigeria
- H11: there is a positive relationship between employee productivity and performance appraisal in Nigeria

The hypothesis was formulated as a means of establishing a relationship between employee productivity and performance appraisal in Nigeria Brewery Plc. A careful analysis of the research data as represented in table 4.6.1 led to the rejection of the null hypothesis and acceptance of the alternate hypothesis (H11) indicating there is a positive relationship between employee productivity and performance appraisal in the Nigeria brewery plc.

The findings of the research are in tandem with other contemporary research conducted within and outside Nigeria. For example, a research conducted in Plateau state, Nigeria by Zayum et al., (2017) to examine the impact of performance appraisal on the productivity of employees at the Plateau State Internal Revenue Service (PSIR) using a sample size of 319 randomly selected from a total population size of 1580 came to the conclusion that there is a positive relationship between performance appraisal and the level of productivity of the employees at the Plateau State Internal Revenue Service (PSIR). Similarly, a study by Ibrahim and Cross (2019) on the North-South Power Company of Nigeria came to a similar conclusion positing there is a relationship between performance appraisal and employee productivity. Other Nigerian scholars like Sajuyigbe (2017) also share the same view. Bekele et al., (2014) insisted performance appraisal can positively influence employee productivity

and other researchers such as Meysen, et al., (2012), Maimona, (2011) and Behery & Patron, (2008) have also emphasized there maintained that there is a strong positive relationship between performance appraisal and employee performance.

In Kenya, Anne et al., (2013) conducted a study using some selected supermarkets within Nakuru town, the research came to the conclusion that the productivity of the employees of the selected supermarkets was enhanced by performance appraisal. In the same way, research carried out on some selected office of the World Health Organization (WHO) in East Africa (Kenya and Sudan) employing a sample size of 105 adopted from a population sample of 410. The findings of the study indicated that performance appraisal positively impacts employee productivity and in addition, employee productivity is also impacted positively by performance appraisal feedback (Ibrahim and Cross, 2019). The findings of all these studies conducted within and outside Nigeria have further supported the finding so this research indicating the research is consistent with contemporary studies on the impact of performance appraisal on employee productivity.

5.3 RESEARCH HYPOTHESIS TWO

- H02: There is no relationship between employee motivation and employee productivity in Nigeria brewery plc.
- H12: There is a relationship between employee motivation and employee productivity in Nigeria brewery plc.

The research findings led to the rejection of the null hypothesis (H02) and acceptance of the alternate hypothesis (H12) establishing there is a positive relationship between employee motivation and employee productivity. This finding is consistent with the findings of Meysam (2012), who posited that the level of employee productivity can be impacted by motivation. In a book titled “Improving Total Productivity”, Mali opined that the ability of employees to live up to the standards sets by their employers is highly dependent on the managerial success of the employers to appropriately motivate them to work effectively and productively (Mali, 1999). Every employee comes into a certain workplace with specific expectations, needs and goals as such there is a need for an alignment between the employee’s goals and the organizations strategic business goals (Divandari & Fereshteh, 2015). Thus, according to Murray & Kotabe (2005), for an organization to achieve higher productivity and effectiveness, there is a need for consistency in the coordination between the organization’s strategic goals and functional human resource goals. In line with this finding,

the Vrooms theory of expectancy also posited that performance and effort are linked to personal motivation (Vroom, 1964).

To further support the finding of the research establishing a relationship between employee productivity and motivation, a study conducted in Ibadan, Nigeria, on some selected manufacturing companies by Sajuyigbe, et al. (2013) employing a sample size of 100 employees from the selected companies came to the conclusion that there is a correlation between employee pay, bonuses, praise, recognition and the performance of the organization. In another study to test the Maslow's hierarchy of need's theory by Velnampy (2007), the researcher came to a conclusion that lower-level employees in Sri Lanka private and public sector consciously or unconsciously pay more attention to and attach more importance to lower-level needs and same goes with higher-level employees. All these studies have revealed a significant level of relationship between motivation and productivity thereby supporting the finding of this research.

5.4 TO ASCERTAIN THE EFFICACY OF PERFORMANCE APPRAISAL SYSTEM IN THE NIGERIA BREWERY PLC.

To answer the above question above, data on the efficacy of performance appraisal in the Nigeria brewery were collected and subjected to statistical analysis and the result tabulated in table 4.5.1. The result of the overall outcome of the analysis indicated that the performance appraisal system in the Nigeria brewery plc is not as effective as it should be as a result of several challenges.

Despite the availability of overwhelming evidence to suggest the use of performance appraisal in Nigerian organizations, ascertaining the efficacy of the performance appraisal system in Nigerian organizations especially with the public sector has been the major concerns of several scholars in Nigeria. For example, in trying to ascertain the efficacy of performance appraisal in Nigeria organization, Asamu (2013) came to the conclusion that performance appraisal in most Nigeria organization the appraisal system are performed with the aim of evaluating a specific aspect of the organization rather than for its use as a tool for facilitating growth and organizational productivity through the training and development, coaching and counselling of their employees as such there is ineffective appraisal system. Furthermore, in their study, they cited bias as another factor limiting effective performance appraisal in Nigerian organizations. Similarly, Banjoko, (1982) as cited in Asamu, (2013)

posited that most Nigerian organization don't accord performance appraisal the appropriate role but rather place importance on training and development, salary and selection. All these conclusions are in tandem with the finding of this research which indicated that the performance appraisal system in the Nigeria brewery is not as effective as it should be. Analysis of the information collected and tabulated in table 4.5.1 led to the conclusion that although there is a periodic appraisal process at the Nigeria brewery the performance appraisal system is not to the standard it should be.

5.5 EXAMINE HOW THE MANAGEMENT BY OBJECTIVE METHOD ADOPTED BY THE NIGERIAN BREWERY PLC HAS INFLUENCED EFFECTIVE PERFORMANCE APPRAISAL IN THE ORGANIZATION

In order to examine how the management by objective method adopted by the Nigerian brewery plc has influenced effective performance appraisal in the organization, survey data on Management by Objectives and Employee productivity were analysed statistically and tabulated in table 4.5.2. The result indicated that the management by objective method adopted by the Nigerian brewery plc has a positive influence on the productivity of its employees.

This finding was consistent with that of Omboi (2011) who in his research concluded that management by objectives methods impacts employee productivity. Similarly, the finding is in line with the view of Drucker (1954) who opined that management by objective method is hinged on the fundamental principle that ensures everybody within an organization have a clear understanding of the organizations strategic objectives and their individual roles in achieving these objectives. According to McNamara (2000) in the management by objective method, both employees and employers work together to develop the goals which are aimed at enhancing employee productivity through a continuous process of feedback, corrections and goal setting and since employee are involved in the process of goal setting they are more likely to become motivated to achieve the set goals. The opinion and findings by the authors and scholar above have further justified the finding of the research.

5.6 TO IDENTIFY THE CHALLENGES TO PERFORMANCE APPRAISAL IN THE NIGERIAN BREWERY PLC

This objective was necessitated by objective one of the researches was aimed at ascertaining the efficacy of the performance appraisal system in the Nigeria brewery plc. As indicated in table 4.5.3 of the research several factors including bias, unreasonable expectations by employers from employees and also inadequate feedbacks were highlighted as challenges to the effective performance appraisal system in the Nigeria brewery plc. So many factors have been cited by several Nigerian authors and scholar as challenges to effective performance appraisal in Nigerian organizations. For example, Asamu (2013) cited bias as one of the challenges to effective performance appraisal in Nigeria organizations. This finding is in line with the finding of the research and thus justifies its finding. Another factor highlight by their research as challenges to effective performance appraisal in Nigeria organization is inappropriate performance appraisal goal, stating that the appraisal system is performed with the aim of evaluating a specific aspect of the organization rather than for its use as a tool for facilitating growth and organizational productivity through the training and development, coaching and counseling of their employees as such there is ineffective appraisal system. According to Banjoko (1982), another challenge to effective performance appraisal in Nigeria organization is appropriate performance appraisal roles. Banjoko stated that most Nigerian organization don't accord performance appraisal the appropriate role but rather place importance on training and development, salary and selection.

6.0 CHAPTER SIX

SUMMARY, CONCLUSION AND RECOMMENDATIONS

6.1 SUMMARY OF FINDINGS

This dissertation was conducted to evaluate the impact of performance appraisal on employee productivity in the Nigeria brewery. The research objectives were to ascertain the efficacy of the performance appraisal system in the Nigeria brewery plc, to examine how the management by objective method adopted by the Nigerian brewery plc has influenced effective performance appraisal in the organization and to identify the challenges to performance appraisal in the Nigerian brewery plc. To obtain the result above, the research respondents were asked several questions regarding performance appraisal and the result was tabulated and discussed accordingly. The result of the study as indicated in table 4.6.1a indicated there is a strong relationship between performance appraisal and employee productivity. This result was in tandem with the result obtained by other researchers like ((Lillian and Mathooko, 2011; Ibrahim and Cross, 2019). Bekele et al., (2014) also emphasized there is a positive correlation between performance appraisal and employee productivity. If performance appraisal is effectively employed in Nigeria brewery plc and other organizations within the public sector of the country the employees will have a better understanding of their performance, management expectations and requirements.

Results from table 4.7.1a showing the Pearson Chi-square test analysis of the hypothesis indicated there is a strong relationship between employee motivation and employee productivity in Nigeria brewery plc. From the result of the Pearson chi-square test, the calculated Chi-square (X^2_c) is greater than the tabulated Chi-square (X^2_t). Therefore the alternative hypothesis was accepted and the null hypothesis is rejected. A result which was also in line with the observation of Meysam (2012) who also posited that employee can impact their level of productivity. The research also found that there is a high level of awareness of the performance appraisal among the employees as over 84% of the respondent indicated awareness of the process. In addition, this dissertation also highlighted a number of challenges to performance appraisal in the Nigeria brewery plc. These challenges have the potential ability to negatively impact the ability of Nigeria brewery plc to fully achieve its strategic goals and objectives and hence the need to take cognizance of these challenges.

The study revealed that the performance appraisal process in Nigeria brewery is not without bias. The results from question 27 of the survey indicated that 45.9% of the research respondents agree to believe their appraisers show some level of bias in their ratings and the result from question 26 shows that 47.9% do not agree that their ratings are based on reasonable expectations from my work.

Another challenge to performance appraisal in Nigeria brewery plc highlighted by the study is the issue of untimely feedback of the performance appraisal process. The use of feedback as a means to motivate employees and enhance job performance has received recognition in recent from several scholar and authors (e.g. London & Smither, 2002; Medvedeff et al., 2008; Maurer2011). According to London & Smither (2002), feedback helps employees to identify their weaknesses or strengths, adopt a developmental mindset that leads them to learn more about themselves and ultimately enhance their performance. Therefore, there is a need for the management to find ways of enhancing the nature and timeliness of feedback delivered to its employees.

6.2 CONCLUSION

Performance appraisal has greatly enhanced the process of employee assessment and can become a guide through which organizations can achieve improved productivity.

Performance appraisal is also a means by which organizations like the Nigeria brewery plc can identify the strength and weaknesses of its employees and a proper application of this can help not only in the identification of employees strength and weaknesses but also the training and developmental needs of employees. From the findings of the research work, the following conclusions were made by the researcher.

- Despite there is a positive relationship between performance appraisal and employee productivity at the Nigeria brewery plc, the result obtained from the survey indicated the need for improvement in the way performance appraisal is conducted in the Nigeria brewery.
- Performance appraisal is a proper tool for the assessment of employee productivity and identifying areas of weakness and strength or as an organizational tool for determining employee promotion and rewards
- The performance appraisal system in the Nigeria brewery is not without bias, as 45.9% of the research respondents agree to the statement that their appraisers show

bias and 47.9% do not agree that their ratings are based on reasonable expectations from my work.

- When the impact of performance on employee productivity was being evaluated, other factors like motivation were also found to have an impact on employee productivity.
- There is inadequate feedback on performance appraisal at the Nigeria brewery plc. While over 95% of the respondents agree that appraisal based on the result achieved can motivate them to be more productive, 58% cited inadequate or untimely feedback as a challenge to performance appraisal at the Nigeria Brewery plc. This can affect the nature of communication and the relationship between management and employees.

6.3 RECOMMENDATIONS

From the findings and conclusions of this study, the following recommendations are made for the management of the Nigeria brewery plc.

Orientation: From the result of the study it is evident that there is the need for the management of Nigeria brewery plc to orient their employees on the values and goals of performance appraisal; the reason for undertaking performance appraisal, what it hopes to achieve and what is the expectation of management from the employees. This orientation will help employees to key into the process of performance appraisal from commencement to completion and hence it would be easier for employees to adopt the process without bias as they would be part of the process.

Feedback: There should be an improvement in providing employees with the feedback of the performance appraisal to enable employees to identify their shortcomings and make changes to improve upon them and this will also enhance employee motivation. In addition to ensuring proper and timely feedback, appraisers or management should ensure that the employees are fully aware of the weaknesses as well as the strengths identified and the corresponding implications. This study also recommends that while taking steps to ensure that all problems identified are corrected by employees, provisions should be made for training and support accordingly.

Employee Inclusion: Employee inclusion in the appraisal process will not only enhance employee participation but also improve the employee perception of the process and help make the result of appraisal easily acceptable. To achieve this, the managers of Nigeria brewery plc should start by ensuring the following:

- The human resource department of the organization should find ways to foster the working relationship of managers and employees in order to create an avenue for the proper education of the employees and to update them on all expectations and requirements. Good relationships between management and employees can foster trust leading to a better working environment.
- The appraisal team should adopt ways to involve and consult employees on the need for training and developments as this will help in minimizing the mistake that may negatively impact their performance and also create confidence in employees and motivates them to properly execute their duties. In light of this, the management of Nigeria brewery plc can hire or employ professional training organizations and experts to further develop the skill of their employees.
- The process of performance appraisal can make employees more aware of the organization's strategic goals. Therefore, the employees of the organization should be encouraged to voice out their ideas, opinions and expectations for meeting the strategic objectives of the organization.
- There is a need for management of Nigeria brewery plc to recognize that employee reward is far more than just salaries and therefore adopt a reward system that is well structured and explained to the employees. This is paramount as it has been established in the research that employee motivation can impact their productivity.
- Lastly, the need for the management of Nigeria brewery plc to ensure proper communication between management and employees. With effective communication in place, it will be easier for management to communicate their goals to the employee and also provide the necessary feedback.

It is important to note here that the research was greatly limited by time and also the outbreak of the Coronavirus pandemic making it impossible to generalize the results obtained and therefore the need to recommend further studies and a more generally applicable result and recommendations

6.4 SUGGESTION FOR FURTHER STUDY

As stated earlier, due to several challenges and limitations, the research adopted a limited sample using the probability sample approach to sample collection. Therefore, the result obtained from this research may not be enough to serve as a yardstick for the outcome of the entire research population. This dissertation evaluated the impact of performances appraisal on employee productivity at the Nigeria brewery plc. Future studies can make attempts to investigate performance appraisal criteria and employee performance in Nigeria public sector and also the impact of leadership style on employee productivity in the Nigeria public sector as this is becoming a growing concern of several Nigeria organizations, especially within the public sector.

LIST OF ABBREVIATIONS

SPSS: Statistical Package for Social Sciences.

FSLC: First School Leaving Certificate

SSCE: Senior School Certificate Examination

GCE: General Certificate Examination

ND: National Diploma

HND: Higher National Diploma

NCE: National Certificate Examination

BSC: Bachelor of Science degree

MBA: Master of Business Administration

MSc: Master of Science

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LIST OF APPENDICES

Appendix 1: Cover letter and questionnaire

COVER LETTER

Dear Participant,

This questionnaire is part of a research project to assess and evaluate the impact of performance appraisal on the employee productivity in the Nigeria brewery plc. Your participation and response in this research is very important in enabling to understand as much as possible the subject under investigation. However, your participation in the research work is voluntary.

For the purpose of confidentiality no provision will be made for your name as every information provided will be treated with the strictest of confidence, however you may put the name of your organization and position held in the space provide.

Should you like to participate in the research; the structured questionnaire will take you approximate 10 minutes to complete. Please answer the question by ticking the appropriate option or should your answer deviate from the options provide please provide an answer in the space provided and please be notified that the answers from your questionnaire and others will be used as the main data set for my research project in the National College of Ireland, Rep. of Ireland.

Please return completed questionnaire to me through the following email address peaceufuos@gmail.com. Please should you have any question or complain, do not hesitate to contact e via the same email address.

Thank you for your help.

Yours sincerely,

Peace Ufouma Ejenavwho

SECTION A

Demographic Characteristic of Respondents

Instruction: Please tick (✓) the box you consider most appropriate or that which represent your situation.

1. **Sex:** Male Female
2. **Age:** 20 years & below 21 – 30 years
31 – 40 years 40 – 50 years
51 years & above
3. **Marital Status:** Single Married
Divorced Widowed
4. **Length of Service:** 5 years & above 6 – 10 years
11 – 15 years 16 – 20 years
21 years & above
5. **Official Status:**
6. **Salary Grade Level:** 04- 06 07 – 14
15 and above
7. **Educational Qualification:**
- | | |
|---------------------|--------------------------|
| Postgraduate Degree | <input type="checkbox"/> |
| First Degree/HND | <input type="checkbox"/> |
| NCE/ND | <input type="checkbox"/> |
| WASC/SSCE/NECO | <input type="checkbox"/> |
| FSLC | <input type="checkbox"/> |

SECTION B

- Please note: SD - Strongly Disagree
D - Disagree
UN - Undecided
A - Agree
SA - Strongly agree

DEFINITION OF TERMS

Performance Appraisal: Is a process which involves the assessment of an employee’s job performance with the intention to assist management to make an informed decision and to identify improvement potentials (De Nisi and Smith, 2014).

Employee Productivity: This is the measure of an employee’s work in term of quantity and quality, taking into consideration the amount of resource imputed (Mathias and John, 2013).

S/N	STATEMENT	SA 5	A 4	U 3	D 2	SD 1
PERFORMANCE APPRAISAL AWARENESS						
1	The Nigeria brewery Plc undertake annual performance appraisal					
2	Performance appraisal is carried out by the Employer					
3	There is an in-depth understanding of the concept of performance appraisal in the Nigeria Brewery Plc					
4	Immediate supervisors carry out performance appraisals					
MANAGEMENT BY OBJECTIVES AND EMPLOYEE PRODUCTIVITY (MBO) IN THE NIGERIAN BREWERY						
5	I have a good understanding of the organization’s goals and objective					
6	Employees Participating in organizational goals setting helps employees to be committed in accomplishing responsibilities					
7	Employees understanding areas of					

	responsibilities helps employees to be productive					
8	Tied goal achieved with reward motivates employees to be productive					
9	Appraisal based on result achieved motivates employees to be productive					
EFFICACY OF PERFORMANCE APPRAISAL						
10	The performance appraisal system in the Nigeria Brewery Plc is very effective					
11	managers ensure that there is timely feedback on performance of all employees					
12	Appraisal system in our organization is growth and development oriented					
13	The organization carries out performance evaluation of each individual employee					
PERFORMANCE APPRAISAL AND EMPLOYEE PRODUCTIVITY						
14	There is more enthusiasm to serve after appraisal					
15	The quality and quantity service improves after performance appraisal					
16	The quality of service delivery depends on outcome of performance appraisal					
17	The Productivity output depends on the outcome of performance appraisal					
18	Performance appraisal has a positive impact on the employee productivity					
PERFORMANCE APPRAISAL AND EMPLOYEE MOTIVATION						
19	My performance rating is based on how well am doing					

20	I am motivated to work harder by the outcome of performance appraisal					
21	I am satisfied and motivated with the way appraisal system is used to evaluate my performance					
22	Performance appraisal process encourages co-operation					
23	I am satisfied with the way the performance appraisal system is used to set my performance goals for each rating period					
24	The performance appraisal system has helped improve job performance					
CHALLENGES TO PERFORMANCE APPRAISAL						
24	My manager provides me with fair feedback.					
26	The ratings adequately reflect my performance.					
27	My rater is biased about my job performance.					
28	The appraisal system does not manage me better.					
29	My ratings are based on reasonable expectations from my work.					

Appendix 2: Table of Chi-Square Value

DF	P										
	0.995	0.975	0.2	0.1	0.05	0.025	0.02	0.01	0.005	0.002	0.001
1	.0004	.00016	1.642	2.706	3.841	5.024	5.412	6.635	7.879	9.55	10.828
2	0.01	0.0506	3.219	4.605	5.991	7.378	7.824	9.21	10.597	12.429	13.816
3	0.0717	0.216	4.642	6.251	7.815	9.348	9.837	11.345	12.838	14.796	16.266
4	0.207	0.484	5.989	7.779	9.488	11.143	11.668	13.277	14.86	16.924	18.467
5	0.412	0.831	7.289	9.236	11.07	12.833	13.388	15.086	16.75	18.907	20.515
6	0.676	1.237	8.558	10.645	12.592	14.449	15.033	16.812	18.548	20.791	22.458
7	0.989	1.69	9.803	12.017	14.067	16.013	16.622	18.475	20.278	22.601	24.322
8	1.344	2.18	11.03	13.362	15.507	17.535	18.168	20.09	21.955	24.352	26.124
9	1.735	2.7	12.242	14.684	16.919	19.023	19.679	21.666	23.589	26.056	27.877
10	2.156	3.247	13.442	15.987	18.307	20.483	21.161	23.209	25.188	27.722	29.588
11	2.603	3.816	14.631	17.275	19.675	21.92	22.618	24.725	26.757	29.354	31.264
12	3.074	4.404	15.812	18.549	21.026	23.337	24.054	26.217	28.3	30.957	32.909
13	3.565	5.009	16.985	19.812	22.362	24.736	25.472	27.688	29.819	32.535	34.528
14	4.075	5.629	18.151	21.064	23.685	26.119	26.873	29.141	31.319	34.091	36.123
15	4.601	6.262	19.311	22.307	24.996	27.488	28.259	30.578	32.801	35.628	37.697
16	5.142	6.908	20.465	23.542	26.296	28.845	29.633	32	34.267	37.146	39.252
17	5.697	7.564	21.615	24.769	27.587	30.191	30.995	33.409	35.718	38.648	40.79
18	6.265	8.231	22.76	25.989	28.869	31.526	32.346	34.805	37.156	40.136	42.312
19	6.844	8.907	23.9	27.204	30.144	32.852	33.687	36.191	38.582	41.61	43.82
20	7.434	9.591	25.038	28.412	31.41	34.17	35.02	37.566	39.997	43.072	45.315

Appendix 3: Frequency table for responses to research questionnaire

S/N	STATEMENT	SA	A	U	D	SD
		5	4	3	2	1
PERFORMANCE APPRAISAL AWARENESS						
1	The Nigeria brewery Plc undertake annual performance appraisal	60	24	10	4	0
2	Performance appraisal is carried out by the Employer	32	58	8	0	0
3	There is an in-depth understanding of the concept of performance appraisal in the Nigeria Brewery Plc	8	30	12	33	15
4	Immediate supervisors carry out	20	48	8	12	10

	performance appraisals					
MANAGEMENT BY OBJECTIVES AND EMPLOYEE PRODUCTIVITY (MBO) IN THE NIGERIAN BREWERY						
5	I have a good understanding of the organization's goals and objective	85	6	2	5	0
6	Employees Participating in organizational goals setting helps employees to be committed in accomplishing responsibilities	80	18	0	0	0
7	Employees understanding areas of responsibilities helps employees to be productive	81	17	0	0	0
8	Tied goal achieved with reward motivates employees to be productive	63	30	3	2	0
9	Appraisal based on result achieved motivates employees to be productive	63	32	2	1	0
EFFICACY OF PERFORMANCE APPRAISAL						
10	The performance appraisal system in the Nigeria Brewery Plc is very effective	16	20	12	35	15
11	managers ensure that there is timely feedback on performance of all employees	8	19	13	34	24
12	Appraisal system in our organization is growth and development oriented	9	18	15	38	18
13	The organization carries out performance evaluation of each individual employee	13	44	12	19	10
PERFORMANCE APPRAISAL AND EMPLOYEE PRODUCTIVITY						
14	Performance appraisal has a great impact on employee productivity	55	35	5	2	1
15	The quality and quantity service improves after performance appraisal	34	45	9	7	3

16	The quality of service delivery depends on outcome of performance appraisal	15	38	17	21	7
17	The Productivity output depends on the outcome of performance appraisal	15	36	16	23	8
18	Performance appraisal has a positive impact on the employee productivity	18	42	10	20	8
PERFORMANCE APPRAISAL AND EMPLOYEE MOTIVATION						
19	My performance rating is based on how well am doing	15	35	10	24	14
20	I am motivated to work harder by the outcome of performance appraisal	17	40	15	17	9
21	I am satisfied and motivated with the way appraisal system is used to evaluate my performance	14	43	17	19	5
22	Performance appraisal process encourages co-operation	15	41	8	27	7
23	I am satisfied with the way the performance appraisal system is used to set my performance goals for each rating period	14	37	13	22	12
24	The performance appraisal system has helped improve job performance	15	45	12	16	10
CHALLENGES TO PERFORMANCE APPRAISAL						
25	My manager provides me with fair feedback.	8	23	6	41	20
26	The ratings adequately reflect my performance.	10	25	9	37	17
27	My rater is biased about my job performance.	11	34	15	29	9
28	The appraisal system does not manage me better.	17	26	18	22	15
29	My ratings are based on reasonable expectations from my work.	15	32	10	34	7