

**Effect of the annual performance evaluation report on the
performance of employees in the national emergency
management agency 2014-2018**

Obiorah Jennifer Chinenye

Department of Public Administration,
Nasarawa State University Keffi, Nigeria

Hussaini Tukur Hassan

Department of Public Administration,
Nasarawa State University Keffi, Nigeria

Ababukar Aliyu

University of Abuja, Nigeria



Abstract

Employee performance appraisal is a branch of human resource management that evaluates the employee as individuals. It entails analyzing employee's capabilities and potential drawn from assessment data of past and current work. The Annual Performance Evaluation Form (APER) has remained not just a tool, but indispensable in annually appraising employee performance in NEMA as in other public organizations. However, while the APER continues to reflect high scores literally translating into high employees' performance, in real terms, there continue to be a wide gap between what APER displays and what is obtainable in practical terms. The study therefore, sought to undercover the rationale for this wide gap by seeking to find out how this indispensable tool measures employees performance. The study adopted the documentary and survey research designs to provide answers to the first and second research questions respectively. Linear regression was used for data analysis. Based on purposive sampling, APER forms for five years i.e 2014 -2018 were sampled. Data for the study was gathered from recorded information (APER) and other official documents from the organization under study. Analysis of existing data was used in analysing sampled APER. It was discovered among other things that appraising employees based on general ability outside their schedule of duty

erodes the APER of objectivism. This is further heightened by lack of objective assessment yardstick possessing Specific Measurable Achievable Realistic and Time bound features/ performance indicators that would justify ratings or scores, chances of APER being negatively influenced by halo effect is very high. Therefore, the study recommends that, employees should in addition to being generally appraised, be appraised against their schedule of duty, the adoption of SMART goals against which employees would be appraised should be introduced to forestall subjectivism and the need for quarterly appraisal rather than annual appraisal for better effectiveness.

Keywords: APER, Performance, Appraisal, Employees, National Emergency Management Agency.

Introduction

The pride of place occupied by human resource in any organization greatly underscores its inevitability. It is to this extent that it becomes imperative that certain measures be put in place to ensure that human asset is not only available but also evaluated, monitored, trained, developed and rewarded to guarantee high output. The need to maintain and create an all-round productive and competent human capital creates the vacuum which employees' performance appraisal has adequately filled. Organizations can only win a competitive advantage through people. Performance appraisal is at the heart of performance management and is reflective of managements interest in the progress of employees. Employee performance appraisal is a branch of human resource management that evaluates the employee as individuals. Performance appraisal plays a key role in managing the human resources of an organization. Performance appraisal refers to the methods and process used by organizations to assess the level of performance of their employees.¹ Performance appraisal is a system which provides organizations with a means of identifying not only what employees' performance levels are but which areas of those levels need to be improved, if maximum use is to be made of

¹ Dinna, Van. and Michal, Malik.. 'Performance Appraisal and Evaluation' In James. D.Wright (Eds), *Encyclopedia of the Social and Behavioral Sciences*. 17(2).716-721. (2015)

human resources.² Performance appraisal is approached from the point of analysing employee's capabilities and potential drawn from assessment data of past and current work, behavior and performance, allowing decision to be made in relation to purpose.³ Staff performance appraisal is a systematic alignment of employee's objectives, abilities and skills and efforts with the organizations strategic objectives to create a high performance culture. It is a procedure that seeks to provide right platform for a clear understanding of what the organizations strive to achieve through employee's effort

Staff performance appraisal continues to remain the center piece of organizations because it serves as the instrument that decide promotion, increase in salaries, wages, and help identify the developmental needs of staff for better performance. Performance appraisal is a holistic process that involves identifying, evaluating and developing the work performance of employee in the organization, so that the organizational goals and objective are more affectively achieved, while at the same time benefitting employees in terms of recognition, receiving feedback, catering for work needs and offering career guidance.⁴

Calamities and disasters are indisputable facts of human existence and have plagued the human race throughout history.⁵ The institutional mechanisms for the management of disaster in Nigeria is the National Emergency Management Agency(NEMA) established in 1999 to replace the National Emergency Relief Agency (NERA) which was inadequately structured for disaster management as it was only mandated to distribute relief materials.

² Atimo, Aaron. Human Resource Management. Lagos: Malthouse Management Science Books.2000, 46-47.

³ Omale, Ibrahim.Principles and Practice of Personnel Management from Recruitment to Retirement. Benue. Aboki Publishers..2006. 36

⁴ Seniwoliba, Jemik, 'Assessing the performance Appraisal Concept of the Local Government Service in Ghana'. *African Journal of Business Management*. 8 (15). Pp597- 611. (2014)

⁵ Omotosho,Ferdinard. 'Emergency Disaster Management, Alertness and Readiness for Effective Fire Service Delivery' in Agugu, A.A.andOmotosho .F.(2010) (eds): *Selected Issues in Public Administration*: Grays Essex, Center for Policy and Development Limited. 2010. 43

NEMA has remained the principal organization in Nigeria with the main function to coordinate relevant stakeholders towards efficient disaster control.⁶

In most public organizations as in NEMA, employee annual appraisal is predicated on the instrument of APER which is annually filled irrespective of whether an employee is due for promotion or not. APER is used as a yardstick to determine employees' performance level and 'promotability'. APER is further explained as the process of obtaining, recording, assessing and analyzing information about the worth of the employee performance.⁷ The study is therefore concerned with finding out how APER as an instrument of appraisal, measures employee's performance in NEMA.

The need for the organizations to constantly be in touch with employee's performance through the instrument of an effective appraisal system that highlights the strengths, skills, weakness, potentials and areas of needed development in staff for improved performance is unarguably pertinent. Since employees are annually appraised, it is expected that the outcome of an objective appraisal is an evidence of employee actual level of performance. The APER is a tool used to annually appraise employees in NEMA. However, more often than not, there is usually a difference between the high score reflected in APER and the actual performance of the employee. Is the APER seen as the supervisor's exclusive role and opportunity to reward loyalty and punish those considered rebellious? Has APER captured assigned task? Have APER been filled as a ritual for promotion purposes? Is APER an effective instrument for appraising employee performance? The objective of the study therefore is to examine the effectiveness of APER in appraising employee performance in National Emergency Management Agency. The hypothesis for

⁶ NEMA(2019) *2018 Annual Report*. National Emergency Management Agency Nigeria

⁷ Hassan, Tukur, 'The Nigerian Civil Servant and the Annual Performance Evaluation Report: A Critical Analysis'. *Journal of Social Sciences and Public Affairs*. Vol 3(1). 30- 37.(2013)

this study is to show whether APER has no significant effect on employee performance appraisal.

Conceptual Framework

Performance Appraisal

Every employee desires to be promoted when the time is due. Employees, however require more than desire to be promoted. To assert that promotion is the number one goal of every employee in real terms is not a misnomer. But in order to be promoted, every employee ought to be appraised. It is the appraisal process that identifies an employee's strengths, weakness, opportunity and treats in the work environment, in addition to determining the employee's promotion. Performance appraisal is the process of identifying, evaluating and developing the work performance of employee in the organization, so that the organizational goals and objective are more affectively achieved, while at the same time benefitting employees in terms of recognition, receiving feedback, catering for work needs and offering career guidance.

Performance appraisal was approached from the point of analysing employee's capabilities and potential drawn from assessment data of past and current work, behavior and performance, allowing decision to be made in relation to purpose.⁸ When appraisal process is effective, it reinforces the employee's sense of personal growth and assist in developing his/her aspirations.⁹

Since, promotion comes with its benefits, the desire for employees to have their need met spurs better performance, especially as they know that their performance would be

⁸ Seniwoliba, Jemik, 'Assessing the performance Appraisal Concept of the Local Government Service in Ghana'. *African Journal of Business Management*. 8 (15). Op Cit, 2014

⁹ Wanjala, Mekati. and Kimutai, Gumi, 'Influence of Performance Appraisal on Employee Performance in Commercial Banks in Tanzania County- Kenya'. *International Journal of Academic Research in Business and Social Science*. 5(8). Pp332- 343. (2015)

appraised. Although performance appraisal is germane in the civil service, it must be approached with a sense of caution and professionalism, in that the outcome/ impact of performance appraisal on employee is double edged. Just like a knife in the hand of a surgeon can be used for surgical operation in the benefit of a patient, same knife can be used to harm the patient if caution is thrown to the wind in the absence of professionalism. In this regard, human nature is in constant need of recognition, and when they are recognized either positively or negatively, it spurs them to do more or dampen their morale.¹⁰

Employee Performance

Employee performance is originally what an employee does or does not do. It is the extent to which an organizational member contributes to achieving the goal of the organization. Employees performance include quantity of output, quality of output, timeliness of output, presence at work, cooperativeness.¹¹ It is the successful completion or otherwise of tasks by a selected individuals or an individual, measured by a supervisor or organisation. It is asserted that employee's performance could be simply understood as the related activities expected of a worker and how well those activities were executed.¹²

Annual Performance Evaluation Report

The Annual Performance Evaluation Report is an instrument that is used to appraise the performance of an employee. The employee is to be evaluated once, every year. The APER provides the platform for identifying employee's strengths, weakness and areas of training among other things. The APER form is divided

¹⁰ Boswell, Mieg. and Benson, Jothan, 'Employee Satisfaction with Performance Appraisal and Appraisers': The Role of Appraisal Use. *Journal of Human Resource Development*.11(3). 283-299, (2000)

¹¹ Gungur,Pur.' The Relationship between Reward Management System and Procedure'. *Journal of Social and Behavioral Sciences* 4(2). 54-68. (2011)

¹² Darden, Wright and Babin, Brialkaf, 'Exploring the Concept of Affective Quality: Expanding the Concept of Retail Personality'. *Journal of Business Research* 12 (1), 101-109. (2012)

into 5 major headings. The first part contains the employee's personal information. The second part contains subheadings bearing several other questions. Sub headings in the second part of the APER form include target setting, job description, training courses/ seminars attended since appointment and job performance. The first and second part of the APER form is to be completed by the appraisee i.e the officer whom the report is about. The third part of the APER is to be completed by the appraiser i.e the officer under whom the employee serves; here the appraiser is expected to give a yes/ no response on questions relating to assessment of the appraisee's/ subordinate's performance. The appraiser is also expected to rate the officer on a scale (A-F, with weights of 6-1 respectively). The appraiser is to rate the appraisee on general ability, overall assessment, promotability, character traits, work habit and indicate areas of training need. Part four is jointly filled by both the employee on whom the report is about and the supervising officers, here a declaration is made by the supervising officer and the subordinate's affirmation that the content of the report have been jointly discussed with the supervising officer. This section gives serving officers the opportunity to raise objections where necessary. Section five is countersigned by the immediate superior of the reporting officer.

Information given in Part I of the APER, has no direct link with appraising employee's performance. In Part II, the appraiser gives details on targets that have been set for him/her and further explains how these targets were achieved, difficulties encountered, cost incurred in achieving the target and how long it took to achieve the target. This part generally allows the appraisee to tell what he/she has done over the period of one year. These standards are however, not objective as appraisee is most likely to mention task which he/she has accomplished, leaving out task that were not executed within the year. The appraisee is also expected to mention training/ seminars attended during the year and state whether such trainings/ seminars have aided better performance or not. Part III is where the actual appraisal takes place with grades of A,B,C,D,E and F weighing 6,5,4,3,2 and 1 respectively, the appraiser is expected to tick the grade that best satisfies questions on the appraisee's general ability, character traits, human relations, work habits and work output. These grades and their weights forms the overall score

that would be given to the appraisee. The appraisee is not appraised against specific task or schedule of duty. Generic method of appraisal in this section lacks precision in relation to properly appraising how well or otherwise the employee has performed within the year, rather it tends to appraise the employee's general conduct within the work environment.

Performance Measured

Performance measurement is aimed at increasing the motivation of employee, providing on time feedback, fairness in the appraisal structure, equal opportunities, supporting employees and helping them improve on themselves in the execution of assigned task(s). A study on measuring employee's performance emphasized on the need for the goals against which employee's performance would be measured to possess SMART features i.e goals must be Specific, Measurable, Achievable, Reliable and Time bound.¹³ Measuring employees' performance encompasses the quality of the accomplishments, the compliance with the desired standards, the costs involved and the time taken in achieving the results.¹⁴

Measuring employee's performance is the evaluation of the main tasks completed and the accomplishments of the employee in a given time period in comparison with the goals set at the beginning of the period.¹⁵ For an organization to be effective towards achieving its goals, it is needful to monitor or measure its employee performance on a regular basis.¹⁶ Effective monitoring and measuring includes providing timely feedback and reviews of the employee's work and performance according

¹³ Gumus ,Srazan.and Kazan, Hamid,'Measurement of Employees Performance: A State Bank Application'. International Review of Management & Business Research. 2(2), 429-441 (2013)

¹⁴ Kuvaas, Basog, 'Performance Appraisal Satisfaction and Employee Outcomes:'*International Journal of Human Resource Management*: 17(3): 504-522. (2006)

¹⁵ Rudman,Reiz.Human Resource Management in New Zealand: Pearson Education, New Zealand Limited. 2003. 57-58

¹⁶ Anderson, Jake.*Measuring Human Capital: Performance Appraisal Effectiveness*. Paper presented at the Human Resource Track Midwest Academy of Management Conference. Kanas city Missouri. (2002)

to predetermined goals and solving problems faced. Therefore, it is needful for each task to have performance indicators, drawn from the goals of the assigned task. The performance indicator would help tell both the supervisor and the appraisee the level to which a task has been achieved at any point in time.

Empirical Review

A study was conducted on the Nigerian Civil Servant and the Annual Performance Evaluation Report relied on documentary research reveals that APER is too general to satisfy the needs of evaluating the civil servant's performance in view of different areas of specializations. The study corroborates that quarterly evaluation should be made to reflect tasks, duties, schedules, added responsibilities, special assignments, special commendations and new discoveries on review of performance appraisal and objectives assessment of subordinate officers in Nigeria. The study also recommends that an elaborate APER should be devised with emphasis on competencies and specializations.

The study concludes that the APER does not have any major role in promotion and training of staff; especially as promotion interviews and examination are co-determinants factors in deciding an employee promotion.¹⁷

Both primary (questionnaire) and secondary sources of data in the conduct of a study on factors influencing performance appraisal system in the Nigerian Civil Service. With a sample size of 490 and 380 retrieved questionnaire from selected ministries distributed to officers on GL 7-17, the descriptive and inferential statistics were used to analyze data. The study revealed that primordial relations underscore every aspect of performance appraisal in the civil service; stating that APER is applied in many public services as a political instrument for helping favorites or for punishing disfavored subordinates. Hence, the objectivity that is so important in any appraisal procedure tends to be

¹⁷ Hassan, Tukur, 'The Nigerian Civil Servant and the Annual Performance Evaluation Report: A Critical Analysis'. *Journal of Social Sciences and Public Affairs*. Vol 3(1). 30- 37.(2013)

compromised for subjectivity and favouritism. According to the study, fear of blackmail, reprisal, physical attack, tribalism and nepotism, ethnicity, leniency, inadequate training of rater and rate on the use of APER, bribery, and admiration of personal loyalty more than job performance affects the use of APER. The study recommends that raters found guilty of corruption should be disciplined, there should be training and retraining of supervising/ reporting officers, only reporting officers with proven integrity should be engaged in appraisal process and that there should be a clear commitment to performance appraisal throughout all levels of Nigeria Public Service to improve and have more objective performance appraisal system.¹⁸

Descriptive analysis and observation method were used to critically examine performance criteria in the Nigerian public service. The conduct of the study was on 'a new model for performance measurement in the Nigerian public service. APER which is an instrument for performance measurement is deficient as the volatility of staff disposition to APER is such that an employee may work under more than two direct supervisors in two or more departments within a year. The study advocated for the need of another model that can suit every circumstance. The study having carried out an analysis on the use of APER in public organizations recommends the adoption of a new public service performance measurement model to provide continuous record of public servants' performance on a monthly basis. The public service performance measurement provides platform for employees to be appraised strictly against their schedule of duty and what they have accomplished within the month. These monthly appraisals are documented and would guard against situations where an employee who is transferred shortly before appraisal is being appraised by a superior who is yet to really work with such a subordinate.¹⁹

In another study, on the review of performance appraisal and objective assessment of subordinate officers in Nigeria, it was

¹⁸ Ijewreme, Opkala. and Besnson, Kenneth, 'Factors Influencing Performance Appraisal System in Nigeria Civil Service: A Comparative Study of Edo and Ondo States Civil Service of Nigeria'. *Journal of Public Policy and Administrative Research*. Vol 3(12). 130-139. (2013)

revealed that the APER does not represent an objective assessment of subordinate officers. The problem cleft encountered in the use of APER as identified by the study include poor knowledge of the role APER as a tool of management, cultural values, lack of internal capacities for understanding and administering APER, poor objectivity by supervising officers, poor feedback to employees and hasty preparations.¹⁹

The study recommends that APER should be done more frequently than yearly, output rather than input should be measured, both superior and subordinate officers should meet at the beginning of the performance period to agree on what to do and standard for measurement and finally, to create a reward system tied to performance or non- performance.²⁰

Theoretical framework

The study adopts the theory postulated by Peter Drucker in 1954 i.e the Management by Objective(MBO) theory, also known as the management by results theory. MBO is a theory based on concrete performance targets, which are usually jointly established by superior and subordinates. MBO is a theory that describes the method of performance management which is based on the setting of clear and measurable objectives, and the use of those objectives to evaluate and review performance. The principle behind Management by Objectives (MBO) is to make sure that everybody within the organization has a clear understanding of the aims, or objectives, of that organization, as well as awareness of their own roles and responsibilities in achieving those aims. The complete MBO system is to get managers and employees acting to implement and achieve their plans, which automatically achieve those of the organization. The essence of MBO is participative goal setting, choosing course of

¹⁹ Dogarawa, Lawal, 'A New Model for Performance Measurement in the Nigerian Public Service.' *International Journal of Business and Management* 6(12). 212-221. (2011)

²⁰ Atakpa, Moses. Ocheni, Sua. Nwankwo, Benard, 'Review of Performance Appraisal and Objective Assessment of Subordinate Officers in Nigeria' *International Journal of Public Administration and Management Research*. Vol 2(1). 39- 47, (2013)

actions and decision-making. An important part of the MBO is the measurement and the comparison of the employee's actual performance with the standards set. Ideally, when employees themselves have been involved with the goal setting and the choosing the course of action to be followed by them, they are more likely to fulfill their responsibilities. MBO as a goal setting and appraisal theory consists of five steps:

- i. Determine Organisational Goals: These objectives stem from the mission and vision of the organisation.
- ii. Translating Organisational Objectives to Employees: Organisational objectives are translated to employees level.

For the purpose of efficiency, Peter Drucker used the SMART goal acronym for organisational goal. Both supervisors and subordinates must be fully abreast of the organisational goal being translated to their levels. Communication is key at this level. This step also involves stimulating the participation of employees in determining objectives i.e both supervisors are to jointly set out objectives of the subordinates assigned task and decide on how the employee performance would be measured or evaluated. This participatory process ensures that personal objectives with respect to department objectives, unit objectives and organisational objectives are made clear. Departmental heads discuss departmental goals with their subordinates. They ask the subordinates to set their individual goals and set short term individual performance targets.

- iii. Monitoring of Progress: Supervisors monitor subordinates level of work input and level of performance based on predetermined and agreed expected results indices. At this level, there is need for continuous feedback on performance and goals that allow individuals to monitor and correct their own actions.
- iv. Performance Reviews: Supervisors compare each employee's actual performance against initially agreed goal/ objectives. This is done at the last stage of the MBO process.

- v. Achievers Rewarded: Employees are evaluated and rewarded for their achievements in relation to the set goals and objectives.

The principle behind Management by Objectives (MBO) is to create empowered employees who have clarity of the roles and responsibilities expected from them, understand their objectives to be achieved and thus help in the achievement of organizational as well as personal goals. Performance reviews are conducted periodically to determine how close individuals are to attaining their objectives and rewards given to individuals on the basis of how close they come to reaching their goals.

Theory Application

Step 1: Organisational goals are drawn from the organisations vision, mission and functions.

Step 2: Heads of departments in NEMA in line with the functions of their department translate both organisational and departmental goals drawing out goals for the subordinate (schedule of duty). To obliterate cases of ambiguity, both superior (heads of units) and subordinates of each department in NEMA are to agree on identified objectives, how these objectives are to be achieved and yardstick(s) for employee's assessment.

Step 3: Heads of units are expected to continuously monitor subordinate's performance in line with initially agreed targets and objectives and provide very timely feedback to subordinates as this would ensure that corrections are taken promptly and where necessary while minimizing mistakes/errors.

Step 4: Heads of each unit in NEMA give an overall appraisal of the employee's performance outcome in comparison with initially agreed goals and objectives.

Step 5: Subordinates that achieve their goals are duly rewarded. Rewards may be intrinsic or extrinsic. Rewards motivate the employee for better performance.

The study advocates that Specific, Measurable, Achievable and Time bound goals be incorporated in adopting MBO technique of appraising employees in NEMA.

Method and Materials

The study adopted the documentary and survey research designs. Documentary design allowed the analysis of documents that contain information about the phenomenon being studied, including the APER itself. Survey design availed the platform for harvesting respondent's responses through a structured questionnaire. Filled APER forms for each year under study were analysed. Based on random sampling, number of APER forms sampled for five years (2014-2018) depended on the population for each year using the Taro Yamane formula. APER forms analysed cuts across all levels, cadres and departments.

Documentary research was used to analyse research question one while analysis of liner regression was used to analyse research question two. Data for the study was gathered from recorded information and other official documents from the organization under study and through respondents' responses harvested through the use of questionnaire. Linear regression was used for analysing data gotten via the questionnaire. Analysis of existing data was used in analysing APER forms for the years under study. Out of 274 questionnaires distributed 158 questionnaires were retrieved.

The random sampling technique was adopted for this research. Taro Yamane formula was used to determine the number of APER to be sampled for each of the year under study.

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

Where;

n- sample size

N- population size

e- acceptable sampling error

Table 1: Sample Size

The table below captures the number of years the study covers i.e 2014-2018 and the number of APER forms concurrently filled in each year. The actual number of APER forms to be sampled for each year was decided using the Taro Yamane formula.

YEAR	POPULATION	$n = \frac{N}{1 + N(e)^2}$
2014	843	271
2015	754	261
2016	783	265
2017	838	270
2018	870	274

Source: NEMA's APER, 2019

The study made use of the sample size of each year to determine the number of APER forms to be analysed.

Table 2: APER Grading

The content of this table tells the actual yard stick that is used for the employee's overall assessment in the APER. Each grade concurrently carries a weighted score that would finally contribute to the overall score of each employee on the APER.

APER Rating	Weight	Translation
A	6	Outstanding
B	5	Very Good
C	4	Good
D	3	Satisfactory
E	2	Fair
F	1	Poor

Source: NEMA's APER, 2019

Grade 'A' weighing six points is translated as an 'Outstanding' performance, meaning that the employee is an exceptionally valuable member of the Staff and performance is well above the required standard for the job. Grade 'B' weighing five points is translated as 'Very Good' implying that the employee displays good all-round level of effectiveness with performance meeting requirements in all important task. Grade 'C' with four points

translates to 'Good', telling that the employee is a competent member of the Staff and generally achieves the standard required. Grade 'D' translated as 'Fair' weighs three points and tells that the employee completes all assignment fairly satisfactorily within agreed date. Grade 'E' weighing two points translates to 'Poor' and implies that the employee's performance does not always reach the required standard. The last Grade 'F' translates to 'Very Poor' with only one point with implication that employee's performance does not meet the required standard.

Discussion and Result

Data obtained from the APER form from 2014-2018 were analysed. Number of APER forms analysed per year was determined by Taro Yamane formula. Part III of the APER form is the section where the subordinate's performance is being rated by the superior using different major performance metrics (General Ability, Character Traits, Work Habits and Leadership Attainment) with each rate having a weight i.e A,B,C,D,E and F being equivalent to 6,5,4,3,2 and 1 respectively. The study made use of the Overall Assessment in the APER form which indicated the employee's overall performance of his/ her duty in the data presented. The study also made use linear regression in order to analyse responses obtained from employees on how the use of APER affects their performance.

The table presents sampling details conducted for 2014 APER analysis.

Table 3: 2014 Employees Annual Performance Evaluation Report Analysis.

APER GRADING	APER RATING	NUMBER OF SCORES	PERCENTAGE %
A	Outstanding	236	87
B	Very Good	33	12
C	Good	2	0.74
D	Satisfactory	0	0
E	Fair	0	0
F	Poor	0	0
TOTAL NUMBER OF APER		271	100

FORMS SAMPLED		
----------------------	--	--

Source: Field Work,2019

For 2014 appraisal, a sample of 271 APER forms were used, 236 representing 87% of the sampled APER forms were rated to have attained outstanding performance with a grade of 'A' indicating that their performances as filled in the form by their superior was commendable and were all recommended for promotion to the next grade level. Only 33 employees rated "B" representing 12% were rated very good and equally recommended for promotion to the next grade level by their superiors. Two employees representing 0.74% were rated "C" and recommended for promotion.

Displayed in the table below is the breakdown of sampled forms for 2015 by their various categories. The table displays the number of scores scored by rating, grading, and their percentages.

Table 4:2015 Employees Annual Performance Evaluation Report Analysis.

APER GRADING	APER RATING	NUMBER OF SCORES	PERCENTAGE %
A	Outstanding	183	70
B	Very Good	73	28
C	Good	5	0.8
D	Satisfactory	0	0
E	Fair	0	0
F	Poor	0	0
TOTAL NUMBER OF APER FORMS SAMPLED		261	100

Source: Field Work 2019.

A total of two hundred and sixty-one (261) APER forms were sampled for 2015, the highest percentage of 70 represents a total of 183 employee's performance that was rated outstanding and graded 'A' in their overall assessment. 73 employees representing 28% of the sampled APER were rated very good with a 'B' grade. Only five employees of the sampled APER representing 0.8% were graded 'C' performance rated good. All employees were recommended for promotion.

Sampling details garnered for 2016 APER forms are presented in the table below. The table captures data on scores scored by each rating and grading category.

Table 5:2016 Employees Annual Performance Evaluation Report Analysis

APER GRADING	APER RATING	NUMBER OF SCORES	PERCENTAGE %
A	Outstanding	204	77
B	Very Good	57	22
C	Good	3	1
D	Satisfactory	1	0.4
E	Fair	0	0
F	Poor	0	0
TOTAL NUMBER OF APER FORMS SAMPLED		265	100

Source: Field Work 2019

Out of two hundred sixty-five (265) sampled APER forms in 2016, 77% representing 204 persons were rated 'Outstanding', 22% representing 57 persons were rated 'Very Good', 1% representing 3 persons were rated 'Satisfactory'. Appraisal for 2016 had no one rated 'Fair' or 'Poor'. Overall assessment for the year shows that majority of employees, based on APER analysis had high performance. Contents of the table below reveals data and information gathered for 2017 sampled APER analysis.

Table 6:2017 Employees Annual Performance Evaluation Report Analysis

APER GRADING	APER RATING	NUMBER OF SCORES	PERCENTAGE %
A	Outstanding	191	71
B	Very Good	76	28
C	Good	3	1
D	Satisfactory	0	0
E	Fair	0	0
F	Poor	0	0
Total Number Of APER Forms Sampled		270	100

Source: Field Work,2019.

Analysis of two hundred and seventy(270) APER forms for the year 2017 toes the same line as previous years of APER outcome. 191 employees representing 71% were rated 'Outstanding', 76 employees representing 28% were rated 'Very Good', three were rated 'Good' and none had 'Fair' or 'Poor' ratings. The rating of 2017 as in other years, tells that the level of employees' performance on a general note continues to be progressive. APER analysis shows that employees with level performance remain high. The table below gives details of 2018 sampled APER forms. The table tells number of employees that got a particular rate, grade and their percentages.

Table 7:2018 Employees Annual Performance Evaluation Report Analysis

APER GRADING	APER RATING	NUMBER OF SCORES	PERCENTAGE %
A	Outstanding	227	83
B	Very Good	43	16
C	Good	2	0.7
D	Satisfactory	2	0.7
E	Fair	0	0
F	Poor	0	0
TOTAL NUMBER OF APER FORMS SAMPLED		274	100

Source: Field Work, 2019.

The trend of a higher number of employee being rated 'A' continues to hold sway in the 2018 APER analysis. Two hundred and twenty-seven(227) employees representing 83% were rated 'Outstanding'. This rating as in other years continues to have the highest number of employee being rated in the category. 43 employees representing 16% were rated 'Very Good', while ratings for 'Good' and 'Satisfactory' had two employees respectively rated in that regard. As in previous years, there was none rated 'Fair' or 'Poor'

Result and Discussion

Data analysis for research question two was conducted using linear regression.

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.967 ^a	.934	.934	.37816	.364

a. Predictors: (Constant), APER AND EMPLOYEE PERFORMANCE

b. Dependent Variable: APER AND EFFECTIVE EMPLOYEE APPRAISAL

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	318.128	1	318.128	2224.565	.000 ^b
	Residual	22.309	156	.143		
	Total	340.437	157			

a. Dependent Variable: APER AND EFFECTIVE EMPLOYEE APPRAISAL

b. Predictors: (Constant), APER AND EMPLOYEE PERFORMANCE

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	-.231	.087		2.644	.069
	APER AND EMPLOYEE PERFORMANCE	-.116	.022	-.967	0.165	.066

a. Dependent Variable: APER AND EFFECTIVE EMPLOYEE APPRAISAL

Result from the analysis shows that, the calculated value of X^2 stood at -0.16 and the level of significance is 0.06. Since the significant level of the coefficient of X is negative and probability of X is greater than the estimated significant level of 0.05. This therefore shows that, there is no positive relationship between the two variables. We therefore accept the null hypothesis which stated that, there is no significant relationship between APER as an effective instrument for appraising employee performance. The study concludes that APER is not an effective instrument for appraising employee performance in NEMA.

Discussion of Findings

Based on overall assessment, extremely very few employees were rated 'Good' and 'Satisfactory' while none was rated either 'Fair' or 'Poor'. Employees rated 'C' and 'D' were all recommended for promotion. The study discovered that over 80% of employees for all five years were rated 'Outstanding' and 'Very Good'. However, to assert that the assessment is faulty is not a misnomer as the objectivity of these rating as seen in the APER remains very much questionable. Appraisal yardsticks have very slight or no link with employees schedule of duty which ordinarily should have formed the dominant yardstick for measuring employees' performance.

APER measures performance by assessing certain aspects of employees performance; such aspects include General Ability(i.e employee understanding of hid job, sense of judgment effectiveness of communication orally and paper, human relation , quality of work, effective use of figures, work speed and accuracy e.t.c), Character Traits (i.e loyalty to the organization, reliability under pressure, honesty, appearance, sense of responsibility e.t.c), Work Habits(punctuality, attendance e.t.c. Leadership attainment and overall assessment. These assessment platform as provided by the APER is neither task specific nor task conscious, hence it cannot be authoritatively asserted that APER provides an objective assessment of employee's performance, this finding is in consonance with the

findings of Atakpa et al (2013) as captured in the literature review.

A blanket approach for appraisal of employee performance at the end of the year is too bogus to do justice to effective employee appraisal. It is difficult to effectively appraise an employee performance for various job descriptions at the end of twelve calendar months. Such evaluation of employee performance over long periods is hardly thorough and most likely to be influenced by halo effect.

Although the APER is still very much instrumental in determining the promotion of employee in NEMA as in many organisations, the effectiveness of APER in appraising employees performance is very much questionable in view of a plethora of reasons which includes that the APER is too not specific in terms of what the employee has actually done as against task assigned and it falls short of basic parameters that underscores effective employee performance measurement i.e the various tasks executed by the employee within the appraisal year lacks the use of SMART (Specific, Measurable, Attainable, Reliable and Time bound) analysis in specific terms. The APER does not provide the platform for each task of the employees to be adequately analysed as a means to categorically measuring the performance of each employee on assigned task/ job description.

The absence of continuous record keeping leaves a big vacuum in the effectiveness of APER as an instrument of measuring employee performance, especially in view of situations where an employee may work in two or more departments within a year. This finding is in tandem with Dogarawa (2011) whose study uncovered that the absence of continuous record keeping coupled with cases of inter departmental transfers renders effective employee's performance measurement a half-baked exercise.

Conclusions and Recommendations

Although the instrument of APER is very much germane in determining employees' promotion potentials in the organisation under study, the truth remains that the vacuum inherent in APER approach to measuring employee's performance leaves so much

to be desired. APER measures performance by generally appraising the employee's ability, work environment attitude and work habit using a graded weight scale. This approach to employee performance appraisal is ineffective and does no justice to objective appraisal. Consequently, the following recommendations in view of the study's findings are made.

- i. The adoption of SMART goals against which employees would be appraised should be introduced in appraising employees in NEMA to allow for effective appraisal.
- ii. Benchmarks against which employees would be appraised should be drawn from their schedule of duty or job description to allow precision.
- iii. To achieve better effectiveness, the need for appraising employee quarterly rather than annually is imperative.

Bibliography

Anderson, Jake. *Measuring Human Capital: Performance Appraisal Effectiveness*. Paper presented at the Human Resource Track Midwest Academy of Management Conference. Kanas city Missouri. (2002)

Atakpa, Moses. Ocheni, Sua. Nwankwo, Benard, 'Review of Performance Appraisal and Objective Assessment of Subordinate Officers in Nigeria' *International Journal of Public Administration and Management Research*. Vol 2(1). 39- 47, (2013)

Atimo, Aaron. *Human Resource Management*. Lagos: Malthouse Management Science Books. 2000, 46-47.

Boswell, Mieg. and Benson, Jothan, 'Employee Satisfaction with Performance Appraisal and Appraisers': The Role of Appraisal Use. *Journal of Human Resource Development*. 11(3). 283-299, (2000)

Darden, Wright and Babin, Brialkaf, 'Exploring the Concept of Affective Quality: Expanding the Concept of Retail Personality'. *Journal of Business Research* 12 (1), 101-109. (2012)

Dinna, Van. and Michal, Malik.. 'Performance Appraisal and Evaluation' In James. D.Wright (Eds), *Encyclopedia of the Social and Behavioral Sciences*. 17(2). 716-721. (2015)

Dogarawa, Lawal, 'A New Model for Performance Measurement in the Nigerian Public Service.' *International Journal of Business and Management* 6(12). 212-221. (2011)

Gumus ,Srazan.and Kazan, Hamid, 'Measurement of Employees Performance: A State Bank Application'. *International Review of Management & Business Research*. 2(2), 429-441(2013)
Gungur,Pur.' The Relationship between Reward Management System and Procedure'. *Journal of Social and Behavioral Sciences* 4(2). 54-68. (2011)

Hassan, Tukur, 'The Nigerian Civil Servant and the Annual Performance Evaluation Report: A Critical Analysis'. *Journal of Social Sciences and Public Affairs*. Vol 3(1). 30- 37.(2013)

Ijewreme, Opkala. and Besnson, Kenneth,'Factors Influencing Performance Appraisal System in Nigeria Civil Service: A Comparative Study of Edo and Ondo States Civil Service of Nigeria'. *Journal of Public Policy and Administrative Research*. Vol 3(12). 130-139. (2013)

Kuvaas, Basog, 'Performance Appraisal Satisfaction and Employee Outcomes:'*International Journal of Human Resource Management*: 17(3): 504-522. (2006)

NEMA(2019) *2018 Annual Report*. National Emergency Management Agency Nigeria.

Omale, Ibrahim.Principles and Practice of Personnel Management from Recruitment to Retirement. Benue. Aboki Publishers..2006. 36

Omotosho,Ferdinard.'Emergency Disaster Management, Alertness and Readiness for Effective Fire Service Delivery'in Agugu, A.A.andOmotosho .F.(2010) (eds): *Selected Issues in Public Administration*: Grays Essex, Center for Policy and Development Limited. 2010. 43

Rudman, Reiz. Human Resource Management in New Zealand: Pearson Education, New Zealand Limited. 2003. 57-58

Seniwoliba, Jemik, 'Assessing the performance Appraisal Concept of the Local Government Service in Ghana'. *African Journal of Business Management*. 8 (15). Pp597- 611. (2014)

Wanjala, Mekati. and Kimutai, Gumi, 'Influence of Performance Appraisal on Employee Performance in Commercial Banks in Tanzania County- Kenya'. *International Journal of Academic Research in Business and Social Science*. 5(8). Pp332- 343. (2015)