

Exploring the Impact of Employee Evaluation Systems on the Performance of Akwa Ibom State Civil Servants: A Comprehensive Analysis

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Abstract

This study was conducted to assess the impact of employee evaluation on the performance of civil servants in Akwa Ibom State. Survey research design was adopted for the study. Population for the study was 2144 civil servants drawn from Ministry of Finance, Works, Health and Education. The choice of these ministries was premised on the fact that they are key ministries that carry out essential services in the civil service. 377 was arrive at as sample size. This was gotten using Taro Yamene's formulae for sample size determination. Data was majorly from primary source in which questionnaire was the instrument for data collection. Descriptive and inferential statistical tool were employed in analyzing the data collected. Descriptive statistics was used in analyzing the demographic part while Inferential which was Simple linear regression statistical tool was used in the test of hypotheses. Findings revealed that 57.4% variation in performance was accounted for by variations in employee evaluation feedback while 60% variation in performance was explained by variations in post evaluation. Conclusively, this outcome implies that employee evaluation has proved effective in ensuring and enhancing employee attitudes towards organizational performance. Based on this, it is recommended that post evaluation training be

strengthened as a measure to assist employees improve their skills and employee evaluation feedback should be provided to employees following their appraisal.

Keywords: *Employee Evaluation, Post Evaluation, Feedback, Performance*

Introduction

Every society expects its public institutions to be able to provide services effectively and efficiently in order to justify the significant sums of money that are regularly set aside for their operations. The establishment of functional units is necessary to deliver public services effectively and efficiently. Many workers in these functional units are assigned precisely defined roles and responsibilities that are meant to help the organization reach its objectives. Nonetheless, these organizations' ability to achieve their objectives depends in part on the contributions that each employee makes. Employee evaluation is a useful tool for periodically determining the contributions made by various employees to the achievement of organizational goals.

The literature has provided a variety of explanations for employee evaluation. According to Lawaj (2014), the process of employee evaluation entails a systematic assessment of the workers' performance in order to determine their value to the company and a comparison of that performance with the benchmarks established by the company. Begum *et al.* (2015) believe that employee evaluations are a part of the formally scheduled interactions that occur between supervisors and subordinates. These interactions involve periodic reviews where the subordinate's performance is evaluated and then discussed to identify areas of strength and weakness as well as opportunities for skill development and performance improvement. Employee evaluation, which entails both evaluating an employee's performance and providing the employee with specifics about it, is regarded as a rare but crucial component of employee career development. (Paul *et al.*, 2015).

There are several reasons why organizations evaluate their workforce. The aforementioned reasons encompass employee advancement, pay raises, constructive criticism and career growth, identification of training requirements, and ultimately, managerial decisions pertaining to staff members (Cheng, 2014). It is also a crucial strategic approach that the company uses to connect workers' talents and performances with the company's objectives, improving organizational performance. (Paul *et al.*, 2015). Paul *et al.* (2015) advise that in order to improve the organization's capacity to better position itself in reaching objectives, an efficient evaluation system should be result-oriented, give specific feedback on employee performance, and identify the need for post-evaluation training.

The importance of providing feedback on employee evaluations has been emphasized by several writers. (Macey *et al.*, 2011; Brown *et al.*, 2010). According to these authors, feedback is information provided to employees that highlights their relative strengths and weaknesses concerning their assigned duties. They claim that by making this information available, it is possible to gain insight into the areas in which employees need to improve in order to improve their contributions to the operations of the organizations. As a result, feedback could give insight into how much people are assisting staff members in contributing to the organization's ability to meet its objectives.

The part of employee evaluation that shows how the shortcomings found in the evaluation exercises can be fixed is called post-evaluation training. It is customary to suggest pertinent training programs to improve underperforming personnel. The goal of these training programs is to help employees perform better in their current roles. Measurable improvements in knowledge, skills, attitude, and/or social behavior are implied by such improved performance. Edralin (2011) notes that achieving organizational goals is a direct result of an increase in employee skill content.

Analysis of the organization's actual results in relation to its predetermined goals constitutes performance. According to Walker et al. (2011), an organization's performance is measured by comparing its actual output to its intended output. According to Watson (2016), an organization's effectiveness should be evaluated based on how well it meets the needs of its constituent units as a whole and how well it starts to build its capacity to consistently address those needs. Undertaking an organizational performance analysis helps management to deal with shortcomings and apply the knowledge acquired to enhance employee motivation and operations, as well as to improve the organization's performance as a whole in the present and remain relevant in the future (Rock and David, 2015). Therefore, it is crucial that organizations in the public and private sectors conduct employee evaluations.

It is important to assess employees' performance in the Nigerian public sector, especially in the civil service where they are assigned varying responsibilities across ministries, to ensure that their contributions support the delivery of services and the achievement of public service goals. Therefore, assigning workers to tasks without first assessing whether they are qualified for each one through a suitable and timely performance review is insufficient. Some researchers have observed that there is a dearth of research on the relationship between employee evaluation and performance in the Nigerian context, thus stressing the need for more studies in this area (Bawole *et al.*, 2013; Denkyira, 2014).

Statement of the Problem

Organizations are designed to accomplish specific objectives. The contributions that each of these organizations' employees makes determines how much of an impact they have on achieving these goals. As such, it is important to recognize that employee contributions, especially in the area of performance, enable the achievement of organizational objectives. Regular performance evaluations of employees are one way to monitor their performance.

Even though a growing corpus of research indicates that employee evaluation may have an impact on an organization's performance, many Nigerian organizations have not made employee evaluation a top priority. Annual employee evaluations are almost a tradition in Nigeria's public sector, for example, but there is no conclusive evidence that these evaluations improve public sector organizations' performance. Therefore, it should come as no surprise that, despite the annual employee evaluation process, concerns about the subpar performance of government agencies are widespread in Nigeria.

In Akwa Ibom State's civil service, the problem of subpar performance by public sector organizations is a prevalent one. Nigerians give the civil service, a significant public sector institution, a dismal performance rating. Its annual employee evaluation process, which serves as the government's engine room and is tasked with the crucial duty of carrying out programs and policies, has continuously failed to support performance improvement. However, a thorough assessment of an employee's performance should highlight areas in which they need to improve

and then contribute to the performance of the organization through appropriate feedback; it should also identify post-evaluation training programs to meet the performance goals of the organization; and finally, it should inform employee recognition to inspire employees to be more dedicated to helping their organization achieve its goals. In light of the aforementioned situation and the paucity of research on the practical relationship between employee evaluation and the performance of Nigerian public sector organizations, this study on employee evaluation on public sector organizations in Nigeria with particular reference to Akwa Ibom State Civil Service was considered worth investigation.

Objectives of the Study

The general objective of this study was to examine the influence of employee evaluation and performance of Akwa Ibom State Civil Service.

The specific objectives of the study were to:

- i. investigate the influence of employee evaluation feedback on the performance of Akwa Ibom State Civil Service;
- ii. examine the influence of post evaluation training on performance of Akwa Ibom State Civil Service;

Research Questions

In this study, the following research questions were raised:

- i. To what extent does employee evaluation feedback influence the performance of Akwa Ibom State Civil Service?
- ii. To what extent does post evaluation training influence the performance of Akwa Ibom State Civil Service?

Hypotheses of the Study

In this study, the following hypotheses were formulated:

- H₀₁: There is no significant positive influence of employee evaluation feedback on the performance of Akwa Ibom State Civil Service
- H₀₂: There is no significant positive influence of post evaluation training on the performance of Akwa Ibom State Civil Service

Literature Review

In order to improve employees' contributions to the business of organizations, employee evaluation aims to improve organizational performance as well as individual development. Employee valuation is a universal exercise that provides employers with the opportunity to assess the extent to which employees are contributing to the operations of their organizations. It is a fundamental component of effective work performance and is necessary for the efficient management and evaluation of staff. (Mark, 2013).

The primary goals of employee evaluation are to assess and enhance the worker's current performance as well as their potential going forward. The main goal of employee evaluation is to assess worker performance. It's a methodical approach to evaluating an employee's work over a specific time period and making plans for the future. It is an effective instrument for adjusting, improving, and rewarding employee performance. Employee evaluation is a crucial component

of human resource management in businesses since it is centered on the performance of employees.

As noted by Jones (2011), a proper conduct of employee evaluation results in:

- i. opportunity to inform and demonstrate to employees how they can improve upon their performance;
- ii. establishing goals for the employees; and
- iii. facilitating the ability of managers /administrators to evaluate employees' effectiveness in delivering on their assigned duties, and in taking actions in respect of recruitment, promotions, training, compensation and terminations among others.

The above expositions establish employee evaluation as a clear and concise, regular and unbiased system of rating an employees' performance in their current position. Moreso, such exercise may serve the purpose of determining the extent to which such employees would be able to progress on their career.

Moats (2016) believes that in order for an employee evaluation system to be effective, it needs to be uniform, relevant, and practical. According to the author, pragmatism was required to ensure that managers and supervisors could use it and that employees could understand it easily. The author goes on to say that a challenging or intricate evaluation system leads to misunderstanding and irritation. Any system that lacks relevance wastes resources because it is irrelevant. Therefore, the focus of employee evaluations should be limited to critical behaviors that enhance employee performance. Furthermore, employee evaluation has to be in uniform so as to standardize the process of evaluation among employees and so facilitate comparison. Additionally, this helps to avoid a situation where evaluations of employees are being carried out in an arbitrary manner.

An employee evaluation system introduces a greater degree of consistency in facilitating supervisors' and employees interaction and discussion performance issues with a view to achieving an improvement in performance (Martz, 2015).

Harbour (2015), opines that an effective employee evaluation system should:

- i. determine where they are – that is, establish an initial baseline “as is” performance level;
- ii. establish goals based on their current performance.;
- iii. determine the gap or delta between a set of desired goals and current performance levels.;
- iv. track progress in achieving desired performance goals.;
- v. compare and benchmark their competitors' performance levels with their own;
- vi. control performance levels within predetermined boundaries.;
- vii. identify problem areas and possible problem causes.

Employee Evaluation Techniques

Employee evaluation techniques are many. The major ones according to Kurt (2014) are:

- i. **Critical incident method:** This format of employee evaluation involves identifying and describing specific incidents where employees did something really well or that needs an improvement during their performance period
- ii. **Weighted checklist:** In this style, employee evaluation is made under a method where the jobs being evaluated are based on descriptive statements about effective and ineffective behavior on jobs.

- iii. **Paired comparison analysis:** This form of employee evaluation is a good way to make full use of the methods or options. There will be a list of relevant options. Each option is in comparison with the others in the list. The results will be calculated and then such option with highest score will be mostly chosen.
- iv. **Graphic rating scales:** This format is considered the oldest and most popular method to assess the employee's performance. In this style of employee evaluation, the supervisors simply check on the performance levels of their staff.
- v. **Essay Evaluation:** In this style of employee evaluation, where managers/ supervisors are required to figure out the strong and weak points of staff's behaviors. Essay evaluation method is a non-quantitative technique. It is often mixed with the method the graphic rating scale.
- vi. **Behaviorally anchored rating scales:** This formatted employee evaluation is based on making rates on behaviors or sets of indicators to determine the effectiveness or ineffectiveness of working performance. The form is a mixture of the rating scale and critical incident techniques to assess performance of the staff.
- vii. **Performance ranking method:** This is the employee evaluation of ranking used to assess the working performance of employees from the highest to lowest levels. Managers will make comparisons of an employee with the others, instead of making comparison of each employee with some certain standards.
- viii. **Management by Objectives (MBO) method:** MBO is a method of employee evaluation in which managers or employers set a list of objectives and make assessments on their performance on a regular basis, and finally make rewards based on the results achieved. This method mostly cares about the results achieved (goals) but not the way how employees can fulfill them.
- ix. **360 degrees performance appraisal:** The style of 360 degrees employee evaluation is a method that employees will give confidential and anonymous assessments on their colleagues.
- x. **Forced ranking (forced distribution):** In this style of employee evaluation, employees are ranked in terms of forced allocations. For instance, it is vital that the proportions be shared in the way that 10 or 20 % will be the highest levels of performances, while 70 or 80% will be in the middle level and the rest will be in the lowest one.
- xi. **Behavioral Observation Scales:** This method of employee evaluation is based on the scales of observation on behaviors in respect of important tasks that workers have performed during their working time.
- xii. **Self-Appraisal:** This evaluation technique entails employees making evaluations of their own performance. They are particularly useful in helping employees to set personal goals and identify areas of behaviors that need improvement. The advantage of such appraisals, which may be relatively informal, is that they provide an excellent forum for input and feedback by superiors. In addition, they allow supervisors to find out what employees expect from themselves and from the organization or department.

Employee Evaluation and Related Variables

According to Armstrong and Taylor (2014) and Majumder (2012), a number of writers view staff evaluation as a predetermined set of practices that define the nature of the job and control the engagement relationship in order to attract and retain the right employee. According to these authors, employee evaluation is connected to several HR procedures in businesses, including post-evaluation training, pay, promotions, feedback, and recognizing staff for a job well done. Evaluation feedback, post-evaluation training, and recognition are the main topics of this study.

Feedback

Any establishment that performs employee evaluations wants to hear from the employees. Feedback is defined by Spector (2018) as the details provided to a specific employee regarding his performance. In ideal circumstances, employees receive information about how they are doing in their line of work as well as areas for growth and improvement. According to Hyatt and Benson (2010), the feedback tool serves as a means of identifying the strengths and weaknesses of employees. Many academics contend that in order to improve an employee's performance, it is first necessary to determine the extent of his development and dimness through feedback. (Macey *et al.*, 2011). Carver and Scheier (2011) Observe that employee performance reviews serve as a means of meeting the need for data regarding how workforces are accomplishing their own goals and serve as a sort of social component in today's world. In the civil service, feedback is information from the director or superior regarding the quality of the subordinate's performance in carrying out his duties. Informing civil servants about their performance and the organization's progress toward its goals is an ongoing process.

Paul *et al.* (2015) claim that staff members discovered that if they received regular feedback regarding their work performance, their organization could continue to be placed in a competitive position. According to Branham (2012), there is a correlation between employees' increased engagement, commitment, and performance levels and their receipt of high-quality feedback and other forms of support, such as coaching. Better performance is essentially correlated with receiving feedback, and receiving feedback that an employee views as constructive or positive leads to an improved appointment, according to the report. Again, Hark (2012) states that Individuals employ imaginations, and inspiration to elucidate difficulties when they receive positive feedback on their views and assured that communication lines are accessible.

It has also been observed by Gregory, *et al.* (2009) that employees who feel neglected in providing feedback are likely to perform at a lower level, which inevitably impacts the quality of services provided to the company. Feedback, then, helps the workforce understand in plain terms how their contributions are supporting the performance goals of their organization, what is expected of them, and what has to be done to improve performance in order to improve organizational effectiveness and goals.

Post Evaluation Training

Memoria (2010) sees the process of learning a series of preprogrammed behaviors as training. It is the application of knowledge and aims to enhance an employee's performance in their current role while preparing them for their desired role. It consists of a prearranged program meant to raise performance levels within the organization, in groups, or on an individual basis.

Better performance then suggests that knowledge, skills, attitude, and/or social behavior have changed in a measurable way. According to Edralin (2011), training's primary goal is to support and enhance employees' knowledge, behavior, and overall skill set in order to hasten the achievement of organizational objectives. Training in civil service is concerned with improving civil servants and assisting them to develop additional confidence in delivering their jobs.

According to Tolulope and Joshua (2016), post-evaluation training is crucial for employee performance because it helps employees develop their competencies and makes it easier for organizations to retain their workforce through inspiration and job satisfaction. Staff members reach a satisfactory performance level through ongoing training and development, and keeping them busy has a significant positive impact on morale and optimism, which in turn affects performance (Abdullah *et al.*, 2012; Thwala *et al.*, 2012). Athar and Shah (2015) observed that training boosts knowledge attainment, talent expansion, traits, and competencies as well as worker performance with effect for great output in any organisation. Similarly, Pangarso, *et al.* (2014) were of the conclusion that training inspires the employee to attain the aim set by an organization.

Akinbowale *et al.* (2013) maintain that workers' performance on the job improves as a result of the training they receive after being evaluated. According to Paul *et al.* (2015), employees who receive the fundamental and appropriate training will be highly motivated to innovate quickly, which will result in competitive placement. Additionally, Okechukwu (2017) asserts that job performance is significantly impacted by training and development. Tahir *et al.* (2014) considered training as a predictor that influences the efficiency and performance of worker towards organizational goal attainment. Dermal and Čater (2013) assert that training and development is a knowledge exercise that could support the workforces to raise their capacity and learning for better performance. Thus, with increased training, employees' abilities are developed. Such developed abilities become useful in the service of the organization in terms of efficiency, better service delivery and performance.

Employee Evaluation and Performance

The idea that each employee's unique effort contributes to the achievement of organizational goals forms the foundation of employee performance reviews. As a result, it is possible to use employee evaluation as a general indicator of the performance and effectiveness of an organization. Moreover, by assisting them in realizing and utilizing their full potential in order to fulfill the organization's objectives and ultimately reach its full potential, employees' work performance can be enhanced through performance evaluation. (Segaran, 2012).

Because managers are constantly observing and evaluating the behavior and activities of their staff, performance reviews are an essential part of management because they directly affect an employee's ability to receive raises in pay, promotions, demotions, terminations, training, and career development. Organizations are continuously looking for better ways to evaluate performance because of this.

Girma *et al.* (2016) claimed that having a conversation with the employee about the appraisal, providing feedback, and outlining corrective action had a big impact on the worker's performance. Performance reviews are essential for improving employee performance in an organization because employee management practices have a direct impact on output and

performance levels. Effective appraisal processes give the employee feedback on how well he performed, which enables him to focus his efforts on improving the areas where he has fallen short of expectations. This therefore helps to provide direction and control, thereby eliminating or reducing deviations from set targets and thus, enhance the individual performance which translate to organizational performance.

Performance appraisals are often linked to incentives such as raises and promotion for a worker whose performance is reviewed as high, and job cuts for a worker whose performance is reviewed as low (Joison, 2011). The goal of performance reviews is to increase an organization's productivity. Because employee output has a direct impact on the success of the organization, measuring the productivity of organizational members is crucial and delicate when managing human resources (Joison, 2011). According to some definitions, employee evaluation is a process that centers on organizational performance, strategic planning and management, and goal-setting and tracking procedures. Employee evaluations not only offer insightful performance feedback, but they also include specifics about an employee's performance, including areas in need of post-evaluation training. Furthermore, the outcome of employee evaluation exercises informs management on appropriate recognition of staff based on their contribution to the organization.

Goal Setting Theory

Edwin Locke in 1969 is credited with propounding the Goal Setting Theory. This theory is useful in explaining performance as an important managerial concept. Organizations are established to achieve certain goals. Therefore, organizations employ individuals to assist it deliver on its mission towards achieving its established goals. As observed by Locke (1969), a goal refers to a purpose or intent which can be expressed in terms of performance standard, quota, work norm, task, objective, deadline and budget.

Over the course of 25 years, goal-setting theory was developed in the field of industrial and organizational psychology using approximately 400 laboratory and field studies (Locke and Latham, 2002). These authors found that, in contrast to goals that are easy or ambiguous, high goals result in higher levels of job performance. Therefore, as long as workers in organizations show that they are dedicated to achieving set goals and that they are capable of doing so, there's a good chance that these goals—even the challenging ones—will be accomplished. (Locke and Latham, 2002).

According to the goal setting theory, once a goal is challenging and specific, has focus and direction, and improves organizational strategies, it can influence employees' work attitudes, including commitment, performance, and output (Locke and Latham, 2002). Therefore, when compared to goals that are ambiguous or not challenging, having set goals that are both challenging and clear may enhance organizational effectiveness and success. In view of this reality, employees have to be encouraged to be familiar with the set goals of their organization and also be helped to understand clearly the expectations of the organization on them and how they can employ their talents and skills to work towards achieving such goals.

This justification emphasizes how important employee evaluations are to businesses. Employees typically have goals set for them to accomplish during employee evaluation exercises. The effectiveness and performance of the organization are directly correlated with the accomplishment of these goals, as is the performance of the involved employees. Therefore, it

stands to reason that companies that use employee evaluation to help employees set clear, specific goals will be more likely to see an improvement in organizational performance than companies that don't use employee evaluation for goal setting.

As can be seen from the discussion above, goal theory can be used appropriately in a study that looks at employee performance and evaluation. Organizations are set up to accomplish specific, well-defined objectives; in order to help these objectives come to pass, these organizations use the services of individuals. Targets are set for such employees in order to assist them in reaching their personal performance goals as well as the organizational performance goals. To determine the degree to which employees were able to meet these goals, evaluations of these targets must be conducted on a regular basis. Among other things, this kind of assessment ought to give input on how well employees are performing, acknowledge them, and point out areas that need training in order to be improved. These problems are related to output.

Empirical Review

Hamidi (2023) conducted a study to investigate how performance appraisal affect employee's job satisfaction and organizational behavior. The methodology used for this research was a qualitative-library research, entailing the data collections and analyses from published resources such as books, journals, and internet databases. Based on the results, it was found that the experience of a positive performance appraisal raises not only workers' sense of accomplishment but also self-worth and fosters the trust in the legitimacy process. Furthermore, appraisal assists employee retention by highlighting the company's dedication to address their requirements and support the development. In order to increase job satisfaction and organizational behavior, the study emphasizes the values of giving feedback to employees, defining goals, encouraging employee involvement, and carrying out efficient performance appraisal

Isiwu (2012) was interested in investigating the effect of employee training on employee productivity in Nigeria's public sector. The primary goal of the research was to investigate impact of post evaluation training on productivity in public sector organizations with the University of Nigeria, Nsukka as case study. The researcher used a survey research design in its approach. Copies of the questionnaire were administered on Non-Academic Staff of the institution. A total of 116 staff of the institution successfully completed and returned their copies of questionnaire. The analysis of data was done with percentage analysis and standard deviation. The present study uses regression analysis method in data analysis. Results of the study indicated that post evaluation training was important to improvement in productivity. It was also found that staff would want immediate post evaluation training to prepare them in good time towards improved productivity. The study by Isiwu (2012) was analysed with percentage and standard deviation.

Imene (2023) carried out a study to investigated the impact of performance evaluation system on employee performance in Nigeria Local Government Administration: A study of Ukwuani Local Government Administration (LGA) of Delta State, Nigeria. The research looked at impact of performance evaluation system such as Established Performance Standards (EPS), Communicating Performance Expectation (CPE), Measuring Actual Performance of Employee Based on Established Standards (MAPEBES), Discussion on Evaluation Result and Giving

Feedback, (DERGF) and Decision Making (DM) on Employee Performance of LGA in Nigeria. The study used survey research design to collect data from targeted respondents. A total sample size of 195 was determined using Yaro Yamane's formula. The data was analyzed using simple percentages, descriptive statistics and correlation matrix was used to determine relationship that exists between the independent and dependent variables. The hypotheses were tested using multiple regression analysis through SPSS 23. The study discovers that EPS, CPE, MAPEBES, DERG and DM has significant and positive effect on employee performance in LGA in Nigeria. The study recommended that LGA in Nigeria should uphold and magnify their established standards so as to bring about better employee performance. LG top managers should be able to relate how well their staff is doing on the task assign to them as this would enable them to build on their areas of weakness. Mechanism should be put in place to evaluate if actually the output of LG staff is in line with established standard and to reward accordingly. Also, the outcome of how well LG staff performed should be related to them so as to bridge noticeable gap in performance. Finally, making of decisions in this level of government should be encompassing and accommodative in order not to slow down performance of the employees.

Homayounizadpanah and Baqerkord (2012) conducted a research which focused impact of Implementing Performance Management on the productivity, Efficiency and Effectiveness. The objective of this study was primarily to find out the impact of performance management in achieving both effectiveness and efficiency. This study involved two municipal areas. Using the survey research design, copies of the questionnaire were administered on employees of the surveyed organizations. The analysis of data was done with correlation. It was established that performance management had a significant impact on effectiveness and efficiency. The researchers concluded that there is a significant relationship between performance management and productivity. It was recommended that management of these organizations should be consistent in using performance management in setting targets for employees and in supervising them for increased productivity. The study by Homayounizadpanah and Baqerkord (2012) employed correlation in its analysis of research data.

Mwema and Gachunga (2014) were interested in investigating performance appraisal and employee productivity. The study was aimed at investigating the influence of employee appraisal on employee productivity in World Health Organizations (WHO) in Kenya. This study involved four organizations and employed the survey research design. A total of 612 respondents turned in their copies of questionnaire. The analysis of data was done with simple regression analysis. It was discovered that through performance targets, time management and organizations goals, the productivity of employees can be boosted. It was concluded that performance appraisal can influence productivity among WHO organizations. The researchers recommended that WHO organizations perfect their performance appraisal system and use same in boosting productivity in their organizations. This study utilized simple regression analysis as its data treatment technique. The present study uses both simple and multiple regression methods in data analysis.

Methodology

Survey research design was adopted for this study. The choice of this design enabled the researcher collect data from respondents who were civil servants in Akwa Ibom State. The population of this

study consisted of all employees serving in Akwa Ibom State Civil Service. For this study, four ministries were selected for investigation. These ministries were, the Ministries of Finance, Works, Health and Education. The selection of these ministries was based on the fact that they are key ministries that carry out essential services in the civil service of Akwa Ibom State.

The distribution of staff population in the four ministries selected for the study is as shown in Table 1.1.

Table 1.1: Selected Ministries and Staff Population

Ministry	Population
Ministry of Finance	744
Ministry of Works	396
Ministry of Health	421
Ministry of Education	583
Total	2,144

Source: Researcher's Compilation (2023)

Taro Yamane's formula for sample size determination was used in obtaining the sample size for the study. The formula is given thus:

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

Where:

- n = Sample size
- N = Population
- e = Sampling error(0.05)
- I = Constant

Applying the formular, the sample size for the study =

$$\begin{aligned} & \frac{2144}{1+2144(0.05)^2} \\ = & \frac{2144}{1+2144(0.0025)} = \frac{2144}{6.36} \\ & 337.10 \end{aligned}$$

Simple random sampling was employed in administering questionnaire from each of the four ministries of interest. This approach gave all respondents equal chance of being selected. The approach thus addressed bias while easing generalization of study's findings. To determine the number of respondents per ministry, proportional representation was employed as follows:

$$n = \frac{x y^1, y^2, y^3}{Pop}$$

Where;

- n = Sample
- Pop = Total Population
- y1, y2, y3, = Number of personnel in the ministry

Following this model the under listed was derived for used in questionnaire administration.

Table 1.2: Staff Sample Selection Per Ministry

Ministry	Pop	Sample Size
Health	421	66
Finance	744	117
Works	396	62
Education	583	92
Total	2144	337

Source: Researcher’s Compilation (2023)

Source of data was from primary source. A structured Likert scale questionnaire was the instrument for data collection. Descriptive and Inferential statistics were used in analyzing the collected data for the study. Descriptive was used for the demographic part while simple linear regression statistical tool was used in testing the hypotheses. In establishing the influence of employee evaluation, the independent variable on performance, the dependent variable, this study formulated the simple regression model to test hypotheses below:

$$Y = b_0 + b_1X + e \quad \text{Equation 1}$$

Where:

Y = the dependent variable (Performance)

b₀= the intercept b₁= the slope

X= the independent variable (Employee Evaluation, proxied by Feedback and post evaluation training) e = the error term. The intercept b₀ is the value of the dependent variable when the independent variable is equal to zero while the slope of the regression line (b₁) represents the rate change in Y which is dependent on X.

Presentation and Analysis of Data

The data gathered from the field are presented and analysed in this section.

Table 1.3: Questionnaire Administration

Ministry	Copies of questionnaire administrated	Number of questionnaire Returned
Health	66	51
Finance	117	97
Works	62	43
Education	92	68
Total	337	259
Percentage	100	76.85

Source: Field Survey (2023)

The result from Table 1.3 shows that a total of 337 copies of questionnaire were distributed to the ministries of health, finance, works and education based on the sample proportion of each of the four ministries. Out of this number, 259 copies were filled and returned representing 76.85% of the total number administered. As such, this formed 100% response rate for this study.

Table 1.4: Gender of Respondents

Gender	Respondents	Percentage
Male	166	64.09
Female	93	35.91
Total	259	100

Source: Field Survey (2023)

In Table 1.4, 166 respondents representing 64.09% were males, while 93 representing 35.91% were females. The implication of this was that men were more than women in the ministries under review for this study.

Table 1.5: Academic Qualification

Qualification	Responses	Percentage
SSCE	26	10.04
NCE/OND	89	34.36
B.Sc/HND	101	39.00
Pos Graduate	43	16.6
Total	259	100

Source: Field Survey (2022).

In Table 1.5, 26 respondents representing 10.04% of respondents were holders of SSCE, 89 respondents representing 34.36% respondents were NCE/OND holders; 101 respondents representing, 39.0% had B.Sc/HND; while 43 respondents representing 16.6% were holders of Postgraduate degrees. The implication of this is that the respondents were literate enough to respond to questions in the questionnaire.

Table 1.6: Percentage Analysis on Employee Evaluation Feedback and Organizational Performance

Dimensions of Employee Evaluation Feedback	SA	A	D	SD	UN
Feedback from my performance evaluation has facilitated improvement in my organization's performance	64 (24.71%)	109 (42.08%)	51 (19.69%)	26 (10.04%)	9 (3.47%)
Periodic feedback from employee evaluation contributes materially in enhancing employees' commitment towards organizational goals	79 (30.50%)	96 (37.07%)	49 (18.92%)	28 (10.81%)	7 (2.70%)

Evaluation feedback is key to positioning employees to improve their contributions to the business of the organization	67 (25.87%)	101 (39.0%)	58 (22.39%)	24 (9.27%)	9 (3.47%)
Feedback from employee evaluation may not encourage a positive work attitude towards improved performance	33 (12.74%)	52 (20.08%)	69 (26.64%)	91 (35.14%)	14 (5.41%)
Total	61	89	57	42	10

Source: Researcher's Computation (2023)

Table 1.6, shows analysis of responses on employee evaluation feedback. It revealed that 64 (24.71%) 22 respondents strongly agreed that feedback from performance evaluation has facilitated improvement in organization's performance; 109(42.08%) agreed; 51(19.69%) disagreed; 26(10.04%) strongly disagreed while 9(3.47%) were undecided.. Asked if periodic feedback from employee evaluation contributes materially in enhancing employees' commitment towards organizational goals, 79(30.50%) respondents strongly agreed that periodic feedback from employee evaluation contributes materially in enhancing employees' commitment towards organizational goals; 96(37.07%)agreed; 49(18.92%) disagreed; 28(10.81%) strongly agreed while 7(2.70%) were undecided. Also, 67(25.87%) respondents strongly agreed that evaluation feedback is key to positioning employees to improve their contributions to the business of the organization; 101(39.0%) agreed; 58(22.39%) disagreed; 24(9.27%) strongly disagreed while 9(3.47%) were undecided.

Respondents were also asked if feedback from employee evaluation may not encourage a positive work attitude towards improved performance. On this, 33(12.74%) respondents strongly agreed that feedback from employee evaluation may not encourage a positive work attitude towards improved performance; 52(20.08%) agreed; 69(26.64%) disagreed; 91 (35.14%) strongly disagreed while 14(5.41%) were undecided. From the results on Table 4.6, it can be shown that majority of respondents 150(57.92%) were of the opinion that employee evaluation feedback influenced performance.

Table 1.7 Percentage Analysis on Post Evaluation Training and Organizational Performance

Dimensions of Post evaluation training	SA	A	D	SD	UN
Post evaluation training is critical to enhancing my ability to contribute more to achieving the performance goals of my organization	53 (20.46%)	103 (39.77%)	43 (16.60%)	47 (18.15%)	13 (5.02%)

With relevant post evaluation training, more effectiveness and efficiency can be achieve by my organization	59 (22.78%)	98 (37.84%)	59 (22.78%)	35 (13.51%)	8 (3.89%)
Post evaluation training is useful in improving service delivery in my organization	61 (23.55%)	100 (38.61%)	40 (15.44%)	47 (18.15%)	11 (4.25%)
Post evaluation training do not add to organizational performance	39 (15.06%)	48 (18.53%)	62 (23.94%)	103 (39.77%)	7 (2.70%)
Total	53	87	51	58	10

Source: Researcher's Computation (2023)

Table 1.7, presents analysis of responses in respect of Post evaluation training. In the analysis, 53(20.46%) respondents strongly agreed that post evaluation training is critical to enhancing ability to contribute more to achieving the performance goals of their organization; 103(39.77%) agreed; 43(16.60%) disagreed; 47(18.15%) strongly disagreed while 13 (5.02%) were undecided. Asked if with relevant post evaluation training, more effectiveness and efficiency can be achieved by my organization, 59(22.78%) respondents strongly agreed that with relevant post evaluation training, more effectiveness and efficiency can be achieved by my organization; 98(37.84%) agreed; 59(22.78%) disagreed; 35(13.51%) strongly disagreed while 8(3.89%) were undecided. Asked if post evaluation training is useful in improving service delivery in organization, 61(23.55%) respondents strongly agreed that post evaluation training is useful in improving service delivery in organization; 100(38.61%) agreed; 40(15.44%) disagreed; 47(18.15%) strongly disagreed while 11 (4.25%) were undecided. Again, 39(15.06%) respondents strongly agreed that post evaluation training do not add to organizational performance; 48(18.53%) agreed; 62(23.94%) disagreed; 103(39.77%) strongly disagreed while 7(2.70%) were undecided. From the results on Table 4.7, it is shown that majority of respondents 140(54.05%) were of the opinion that post evaluation training influenced performance.

Test of Hypotheses

The five hypotheses formulated in chapter one of this study are tested in this section.

Hypothesis I

H₀₁: There is no significant positive influence of employee evaluation feedback on performance of Akwa Ibom State civil service

H₁₁: There is a significant positive influence of employee evaluation feedback on performance of Akwa Ibom State civil service

Table 1.8: Regression Analysis on Employee Evaluation Feedback and Performance of Akwa Ibom State civil service

Model Summary						
Model	R²	R Square	Std. Error of Estimate			
.799 ^a	.638		.574			
ANOVA^a						
Model		Sum of Squares	Df	Mean square	F	Sig.
1	Regression	11.931	1	7.736		.000 ^b
	Residual	34.101	257	.302	5.612	
	Total	46.032	258			
Coefficients^a						
Model		Unstandardised Coefficient		Standardized coefficients		Sig.
		B	Std Error	Beta	T	
1.	(constant)	1.402	.216		3.014	.000
	Evaluation Feedback	.336	.098	.429	3.429	.000

- a. Dependent variables: Performance
b. Predictors: (constant), Employee Evaluation Feedback

The model summary in table 1.8 shows R-value of 0.799, which suggested a strong and positive influence of employee evaluation feedback on performance. The R square-value of 0.574 which is the coefficient of determination showed that about 57.4% variation in performance was accounted for by variations in employee evaluation feedback. The ANOVA table indicated that the regression model predicted the dependent variable significantly. The F-value of 5.612 and its corresponding P-value of 0.000 showed a significant influence of the independent variable, employee evaluation feedback on performance in Akwa Ibom State Civil Service (here, $P < 0.05$). The constant (Y intercept) in the coefficients table, which was the predicted value of performance when all other variables were zero is 1.402. The coefficient for employees evaluation feedback was 0.336 implying that for every unit improvement in employee evaluation feedback, a 0.336-unit improvement in performance was predicted, holding all other variables constant. Since $R = 0.799$ and $P < 0.05$, the null hypothesis which stated that there is no significant positive influence of employee evaluation feedback on performance of Akwa Ibom State civil service was rejected.

Thus, we accept the alternative hypothesis which stated that there was a significant positive influence of employee evaluation feedback on performance of Akwa Ibom State civil service.

Hypothesis II

Ho2: There is no significant positive influence of post evaluation training on performance of Akwa Ibom State civil service

Hi2: There is a significant positive influence of post evaluation training on performance in the civil service of Akwa Ibom State civil service

Table 1.9: Regression analysis on post evaluation training and Performance Model Summary

Model	R	R. Square	Std. Error of Estimate
1	.814 ^a	.663	

b. Predictors: (constant), Post evaluation training

ANOVA

Model	Sum of squares	Df	Mean square	F	Sig.
1	16.212	1	19.174	9.127	.001 ^b
Regression	21.109	257	11.313		
Residual	37.321	258			
Total					

Coefficients^a

Model	Unstandardized Coefficients		Standardized coefficients Beta	T	Sig.
	B	Std Error			
1 (constant)	1.121	.368	.714	4.278	.026
Post evaluation training	.606	.193		3.140	.000

c. Dependent variable: Organizational performance

d. Predictors: (constant), Post Evaluation training

In Table 1.9, the model showed a R- value of 0.14 which shows a strong positive influence of post evaluation training on performance. The adjusted R² value of 0.60 showed that about 60% variation in performance was explained by variations in post evaluation. The F value of 9.127 and its corresponding P-value of 0.001 showed a significant positive influence of post evaluation training on performance. The constant (Y intercept) which was the predicted value of performance

when other variables were zero was 1.121. The coefficient for post evaluation training was 0.606 implying that for every unit increase in post evaluation training, 0.606 increase in performance was predicted, holding other variables constant. The coefficient for post evaluation training was significantly different from zero because its P-value was smaller than 0.05 alpha level. Since $R = 0.814$ and $P < 0.05$, the null hypothesis which stated that there is no significant positive influence of post evaluation training on performance of Akwa Ibom State civil service is therefore rejected. Accordingly, the alternative hypothesis which stated that there is a significant positive influence of post evaluation training on performance of Akwa Ibom State civil service was accepted.

Discussion of Findings

This study was conducted to examine the influence of employee evaluation on performance of Akwa Ibom State Civil Service. In the first hypothesis, it was stated that there is no significant positive influence of employee evaluation feedback on performance of Akwa Ibom State civil service. The test of hypothesis one indicated a significant positive influence of employee evaluation feedback (Beta =0.338, $t=2.991$, $p<0.05$) on performance. This led to the rejection of hypothesis one. This result corroborates Paul, Abeguki, Hezekiah and Ifiavor (2015) who in their study found that employees who served as respondents established that if they got consistent feedback about their performance, it could boost the performance of their organization. The implication of this is that given that employees are have their feedback on performance, this has a way of influencing their performance towards supporting the business of their organization.

In the second hypothesis, it was stated that there is no significant positive influence of post evaluation training on performance of Akwa Ibom State civil service. In the test of hypothesis, result showed that a significant positive influence of post evaluation training (Beta =0.437, $t=3.735$, $p<0.05$) on performance of Akwa Ibom State civil service. This result led to rejection of hypothesis two. The result is in line with Athar and Shah (2015) whose study found that training boosts knowledge attainment, talent expansion, traits, and competencies as well as worker performance with effect for great output in any organisation. Similarly, Pangarso *et al.* (2014) established in their research that training inspires the employee to attain the aim set by an organisation. Also, the findings support Akinbowale *et al.* (2013) who in their study revealed that the training which workforces acquired bring about improvement in job performance. The implication of this result is that given that employees are exposed to training programmes following their performance evaluation, areas of weakness observed could be addressed while areas of strength could be strengthened for improved performance and contribution to the organization business.

Conclusions

This study was conducted to assess the influence of employee evaluation on organizational performance in Akwa Ibom State Civil Service. In the analysis, it was established that the variables of employee evaluation, employee evaluation feedback, and post evaluation training have a significant positive influence on organizational performance in Akwa Ibom State Civil Service. It is important for organizations to offer employee evaluation feedback to their employees to have them know areas of strengths and weaknesses and what was expected of them to make for improvement which will also facilitate organizational performance. Equally, proposing and

training employees after appraising their performance will empower them to achieve more for the organization and therefore improve organizational performance. These outcomes imply that employee evaluation has proved effective in ensuring and enhancing employee attitudes towards organizational performance. Thus, a well-designed employee evaluation system can serve as an effective tool that public sector organizations in Nigeria can rely upon to realize improved organizational performance.

Recommendations

Based on the findings, it is recommended that post evaluation training be strengthened as a measure to assist employees improve their skills and abilities on the job. This will enable them do better and achieve more of the targets as set by their organizations. Also, employee evaluation feedback should be provided to employees following their appraisal and details discussed with relevant individuals to identify areas of concerns and to agree on necessary actions towards improving employee and organizational performance.

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