EFFECT OF PERFORMANCE APRAISAL ON SERVICE DELIVERY OF THE STAFF OF PUBLIC HOSPITALS IN ENUGU AND IMO STATES OF NIGERIA

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Abstract

This study examined performance appraisal in selected Public hospitals in Enugu and Imo States of Nigeria, with a view to proferring solution to the problems identified. Survey research method was adopted. Data collected through questionnaire were analyzed using Z-test. Focus group discussion complemented data elicited from questionnaire. The findings revealed that performance appraisal has positive effect on the staff of public hospitals in Enugu and Imo states of Nigeria. From the foregoing, the researchers recommended essentially the management of the hospitals studied and other related institutions should ensure that performance appraisal is devoid of nepotism and favouritism.

Keywords: Appraisal, nepotism, public hospital, employee service delivery

Introduction

The success of any organization depends on the quality and characteristics of its employees. Organization simply cannot achieve their goals and objectives without them. However, it is a fact that any employee for that matter needs something to induce him or her to look forward to so that he is motivated to work at the best interest of the company.

This indeed was indicative of the more strategic approach to Human Resource Management (HRM) policies which sought to connect the aims of the organization to the performance of the individual. The organization’s key aims, goals and objectives become an embedded part of the process in the performance management and communicated through the performance appraisal process. (marchington and wilkinson, 2005) Baron et al (2005) defend the performance appraisal is “a more limited approach which involves managers making top-down assessment and rating the performance of their subordinates at an annual performance appraisal meeting”. Likewise, chapman[2009] said that important Changes relating to age discrimination in UK employment law became effective in October 2006 with implications for all types of appraisals and job performance and suitability assessment. Ensure training and materials for appraisals reflect current employment law. It’s helpful to understand these recent laws also if you (young or old) are being appraised. The UK (consistent with Europe) Employment Equality (Age) Regulations 2006, effective from 1st October 2006, make it unlawful to discriminate against anyone on the grounds of age. This has several implications for performance appraisals, documents used, and the training of people who conduct staff appraisals.
Armstrong (2006) describe the role of the performance appraisal as a tool for looking forward to what need to be done by people in the organization in order to achieve the purpose of the job to meet new challenges. Better use of technology skills and attributes (Szilagy & Wallace 1990) in addition will develop both organizational and individual capabilities and reach agreement on areas where performance needs on the effectiveness of its employee generating information which influences many of the organizations decision.

Annual performance appraisals enable management gauge and monitor whether institutional standards, expectations and objectives, and delegation of responsibilities and tasks are achieved. Staff performance appraisals also establish individual training needs and enable organization to identify training needs analysis and planning. Normally, performance appraisal has been restricted to a feedback process between employees and supervisors. However, with the increased focus on teamwork, employee development, and customer service the emphasis has shifted to employee feedback from the full circle of sources depicted in the multiple-input approach to performance feedback in sometime called “360-degree assessment” (Mclean, VA, U.S, 1997).

Organizations usually have annual performance reviews with the supervisor providing comments on employee’s performance. However, leading Indian companies are adopting a very progressive approach to performance management by adopting 360 – degree approach or management by objectives (MBO). Wise (2005) also said that performance appraisal system helps an employee discover his strength and weaknesses and would help him in decision making about his career choices.

Performance appraisal is one element of the performance management process which involves different measurements throughout the organizations but it is the element which is important if organization is to take advantage of their most important asset employees and gain human capital advantage. There are other processes within the organizations such as technology and design but it is the human factor which is the most difficult to replicate and therefore the most valuable (Armstrong & Baron 2005) Strategy implementation and delivery of the organizational strategic target is the best accomplished through high performance people. (Michalitsch 2000) and it is the development of these annual performance appraisal.

Statement of the Problem

There is difficulty in determining the effect of performance appraisal on the service delivery of the staff of public hospitals in Enugu and Imo States of Nigeria. There is also the difficulty in ascertaining the effect of the purposes of performance appraisal on the productivity of the staff of public hospitals in Enugu and Imo States of Nigeria. These challenges lead to barriers or lack of gateways which lead to problems which this paper will attempt to address. There are legal challenges when employees go to court on the basis of being laid off that they had low performance scores. If the scores are not based on important components of doing the job but rather on the best judgments and opinions of superiors, the employee could win their cases. There is also a challenge that the appraisal system must include proper present and past employee performance. There is also a challenge of the valid performance appraisal system specifying the performance criteria

Objectives of the Study

(1) Determine the effect of performance appraisal on service delivery of the staff of public hospitals in Enugu and Imo States of Nigeria.

(2) Determine the extent lopsidedness in performance appraisal imped service delivery.

Hypotheses

Three hypotheses were tested in this study as follows:

H_0: Performance appraisal does not have a positive effect on the performance of the staff of public hospitals in Enugu and Imo States of Nigeria.
H₁: Performance appraisal has a positive effect on the performance of the staff of public hospitals in Enugu and Imo State of Nigeria

H₂: Lopsidedness in performance appraisal does not impede service delivery

H₃: Lopsidedness in performance appraisal impede service delivery.

Literature Review

Concept of Performance Appraisal

Although employees may learn how well they are performing through informal means, such as coworkers telling them what a great job they are doing or their superior giving them an occasional pat-on-the-back, performance appraisal is discussed here as a formal organizational structure. It can be defined as a system of measuring, evaluating, and influencing an employee's job-related attributes, behaviors and outcomes, and level of absenteeism to discover at what level the employee is presently performing on the job. This involves determining how productive the employee is and if the employee can perform as or more effectively in the future so that the employee, the organization, and society all benefit.

The term performance appraisal system (PAS) is used to identify the following:

1. Method used to gather the appraisal data
2. Job analysis conducted to identify the appropriate criteria against which to establish standards to be used in evaluating the appraisal data
3. Establishment of the reliability and validity of the method
4. Characteristics of the rater and ratee influencing the appraisal and the appraisal feedback and interview processes
5. Processes involved in using the appraisal information for development and evaluation
6. Evaluation of how well performance appraisal is doing in relation to its stated objectives (Schuler and Youngblood, 1986; Akanwa, 1997; Foot and Cook, 2005).

Concept of Performance

Performance in business setting means the extent to which an objective has been or is being met. Put in another way, performance refers to the degree to which organizational goals are achieved. Performance is measured from concepts — efficiency and effectiveness. Efficiency refers to the rate of resource utilization, i.e., cost incurred in the course of work done, while effectiveness refers to the extent in which results are achieved by way of units of goods produced or sold, value of content executed etc (Unyimadu, 2008)

Both aspects of performance are relevant in this paper. In evaluating and assessing performance of a business enterprise, attempt is made to examine not only the resultant outcome of the company's efforts in terms of returns (profit and its other derivation), but also those aspects of the company's financing and asset structure which indicate its ability survive or its disposition to avail itself of future opportunities. In practical parlance, performance is looked at in the context of the delivery to its promise made to stakeholders. This is why many oil producing firms in the Niger Delta in Nigeria have problems with their host communities because they continue to fail to make good their promises even when there is full degradation of the soil during their operations (Unyimadu, 2008; Koontz, Odonnel and Weihrich, 2000).

Concept of Purposes of Performance Appraisal

Productivity improvement concerns almost all organizations, especially during periods when the rates of productivity increases are relatively small. Yet, although the productivity of most organizations is a function of technological, capital, and human resources, many organizations have not sought to increase productivity by improving the performance of their human resources. Nevertheless, what employees do or do not do influences the productivity of organizations, and this behavior can be measured and evaluated, particularly job performance and absenteeism. Employee Job performance (or simply performance) describes how well an employee performs his or her job, while absenteeism refers to whether the
employee is there to perform his or her job. Job performance can be measured by an employee's job-related attributes (e.g., extent of cooperation or initiative), behaviors, and outcomes (e.g., quantity of output).

The impact that job performance and absenteeism can have on productivity has not been entirely lost on organizations, however. Recent quality circle and Quality of Work Life (QWL) programs at many large corporations, such as Ford, General Motors, General Electric, Motorola, and Westinghouse, have been aimed at increasing productivity through reducing absenteeism and improving the quality of employee job performance. While the dollar value of increased job performance can be substantial, the dollar value from reduced absenteeism alone is enormous. Recent surveys in this country estimate that approximately 500 million work days are lost each year from absenteeism, at an estimated cost of between $10 and $25 billion. At General Motors alone absenteeism is estimated to cost $1 billion (Schuler and Youngblood, 1986).

In addition to the relation between performance appraisal and productivity, an effectively designed performance appraisal form serves as a contract between the organization and the employee. This contract acts as a control and evaluation system enabling performance appraisal to better serve the following purposes:

1. **Management development**: It provides a framework for future employee development by identifying and preparing individuals for increased responsibilities.
2. **Performance measurement**: It establishes the relative value of an individual's contribution to the company and helps evaluate individual accomplishments.
3. **Performance improvement**: It encourages continued successful performance and strengthens individual weaknesses to make employees more effective and productive.
4. **Compensation**: It helps determine appropriate pay for performance and equitable salary and bonus incentives based on merit or results.
5. **Identification of potential**: It identifies candidates for promotion.
6. **Feedback**: It outlines what is expected from employees against actual performance levels.
7. **Personnel planning**: It audits management talent to evaluate the present supply of human resources for replacement planning.
8. **Research on legal compliance**: It helps establish the validity of employment decisions made on the basis of performance-based information or to defend management actions such as demotion or termination. This, in turn, can minimize the financial losses due to unsuccessful court room defenses (Schuler and Youngblood, 1986; Akanwa, 1997; Foot and Cook, 2005).

**Concept of Productivity**

Productivity has been defined as the measure of how well resources are brought together in organizations and utilized for accomplishing a set of results. It is reaching the highest level of performance with the least expenditure or resource. To operationalise productivity in a public enterprise the ratio of total output to total input is very handy. Total input is the naira make of all the factors of production for that year which include land, labour and capital. The limitation of this method of operationalising productivity is that entrepreneurship or management which is factor of production is difficult to quantify in monetary terms. Another limitation is that for public enterprises that render a service, it becomes difficult to quantify the output in monetary terms since the outputs are not tangible.

This measure of productivity has the advantage that it aggregates the effectiveness of the use of the factors of production of the public enterprise to produce goods and services. It draws attention to the fact that a good integration of resources physical and human will yield higher output of the public enterprises shown by the result of total output/total input being greater than 1(Unyimadu, 2008).

Higher productivity of the employees of a public enterprise has following good effects:

i. higher incomes and profits;
ii. higher earnings;
iii. increased supplies of both consumer and capital goods at low-costs and lower prices;
i) ultimate shorter hours of work and improvements in working in living conditions; and
ii) strengthening the general economic foundation of workers (Nwachukwu, 2006).
Performance appraisal has critical relationships with job analysis, selection, compensation, and training.

**Job Analysis:** The foundation of the performance appraisal form is the job analysis. According to the uniform guidelines:

There shall be a job analysis which includes an analysis of the important work behaviors required for successful performance. Any job analysis should focus on work behavior(s) and the tasks associated with them. If a formal job analysis has not been conducted to establish the validity of the performance appraisal form, and thus the job-relatedness of a selection procedure, the courts may deny the validity claim.

**Selection:** To help increase the likelihood that applicants selected from the job applicant pool perform better on the job than those not selected, valid selection tests are used by organizations. Because empirical validation of a selection test usually requires correlating test scores with performance scores, it is dependent upon the performance appraisals. Without it, performance scores cannot be established. When used in this way, the appraisal form should be based upon job analysis. This helps produce a job-related form that increases the likelihood of selecting a good performer and meeting the requirements of the Uniform Guidelines.

**Compensation:** Performance appraisal can motivate employees by serving as a basis for distributing compensation. A valid appraisal of employee performance is necessary in order for an organization to provide contingent rewards (that is, those based on performance). Performance appraisal information can be used in the determination of pay levels as well as pay increments.

**Training:** Because employee performance is in part determined by ability as well as motivation, training can improve it. In order to provide the appropriate training, however, it is necessary to know the employee's current level of performance and what aspects of it are unacceptable (Schuler and Youngblood, 1986; Akanwa, 1997; and Foot and Cook, 2005).

**Concept of Effectiveness**

Effectiveness literally means to have effects, when it is said that something is effective it mean that it has effects that it is desired and that is recognized as intentional in the design of the thing in question. When it is said that a television set is effective it is meant that it provides a clear picture and reasonable reproduction of sounds. Such an example serves in this simple case in which the system under study has known outcomes and the relevant observers are decided on what it is intended to design and use. When the system is more complex like in the case of a public enterprise, Operationalisation becomes difficult. However one public enterprise is more effective than another if:

(a) It has more chances of survival than the other;

(b) It meets its essential function or throughput than the other;

(c) It contributes more to the supra system than the other; and

(d) If it more than maximizes it’s benefits like profit subject to some constraints like taxes and other obligations than the other (Unyimadu 2008; Nwachukwu 2006; Koontz et al, 2000).

**Theoretical Framework**

**Equity Theory**

The equity theory developed by John Stacey Adams, says that satisfaction is based on a person’s perception of fairness. Applying this theory when conducting a company’s performance appraisals involves balancing the assessment of an employee’s contribution to his job with the compensation and other rewards associated with his success. In general, highly paid and rewarded employees tend to be the most motivated to continue performance well on the job. Equity exists when workers perceive that rewards equal efforts (see figure 1)
Employees just don’t look at their potential rewards, they look at the rewards of others as well. Inequities occur when people feel that their rewards are inferior to rewards offered to other persons sharing the same workloads.

Employees who feel they are being treated inequitably may exhibit the following behaviours:

- Put less effort into their jobs
- Ask for better treatment and/or rewards
- Find ways to make their work seem better by comparison
- Transfer or quit their job

The equity theory makes a good point: people behave according to their perceptions. What a manager thinks is irrelevant to an employee because the real issue is the way an employee perceives his or her situation. Rewards perceived as equitable should have positive results on job satisfaction and performance, those rewards perceived as inequitable may create job dissatisfaction and cause performance problems.

Every manager needs to ensure that any negative consequences from equity comparisons are avoided, or at least minimized when rewards are allocated. Informed managers anticipate perceived negative inequities when especially visible rewards, such as pay increases or promotions are allocated. Instead of letting equity concerns get out of hands, these managers carefully communicate the intended values of rewards, being given, clarify the performance appraisals upon which these rewards are based, and suggest appropriate comparison points.

**The Relevance of the theory to the study**

According to equity theory, an employee’s perception of the fairness of his work’s input and outcome influences his motivation. Effective performance management systems enables public hospitals managers to clarify job responsibilities and expectations, develop an employee’s capabilities and align employee’s behavior to the hospitals strategic goals and values. An employee typically feels satisfied with the outcome of his effort, including his pay, when the compensation matches what he feels, he puts into the job. If an employee in the public hospital perceives that others get more for doing less, he typically becomes less motivated to work hard. Managers in the public hospitals create a productive work environment by communicating job requirements clearly and establishing fair and consistent performance objective for all employees.

**Empirical Literature**

**The Effect of Performance Appraisal on the Performance of Staff**

Kumar, Anjum and Sinha (2011) did a study on the effect of performance appraisal on the performance of the staff in some public hospitals in India. They wrote that performance appraisal is one of the important components in the rational...
and systematic process of human resource management. The information obtained through performance appraisal provides the foundations for recruiting and selecting new hires, training and developing of existing staff, and motivating and maintaining a quality work force by adequately and properly rewarding their performance. Performance appraisal has been defined as the process which allows private and public organizations to measure and consequently evaluate an employee’s achievements and behaviour over a certain period of time.

Kumar et al (2011) did a survey in which they used questionnaires to interview a sample of 200 respondents from five public hospitals. The questions asked were of the form likert scale statement. Kumar et al, (2011) found that performance appraisal had a positive effect on the performance of the staff in the public hospitals studied.

**The Effect of the Purposes of Performance Appraisal on the Productivity of the Staff**

Ramsey, Carline, Blank and Wenrich (2006) worked on the Effect of the purposes of performance appraisal on the productivity of the staff of some Ontario public Hospitals in Canada. They wrote that productivity improvement concerned public hospitals who had medical service delivery especially in periods when the rates of productivity increases are relatively small yet although the productivity of most organizations is a function of technological, capital and human resources, many organizations have not sought to increase productivity by improving the performance of their human resources.

Ramsey et al (2006) observed that what employees do or do not do influences the productivity of organizations, and this behavior can be measured and evaluated particularly job performance and absenteeism. Job performance can be measured by an employee’s job related attributes. Performance appraisal serves the purposes of Management, Development performance measurement, performance improvement, compensation, identification of potential, feedback, personnel planning, research on legal compliance and communications. Ramsey et al (2006) interviewed a sample of 250 respondents from 5 public hospitals in Ontario, Canada. They used questionnaires containing likert scale statements related to the objectives of the research. They found that the purposes of performance appraisal had a positive effect on productivity in the five public hospitals studied.

**The Effect of the Relationships of Performance Appraisal on the Effectiveness of the Staff of Public Hospitals**

Ramsey, Wenrich and Caroline (2003) worked on the relationships of performance appraisal on the Effectiveness of the staff of some public hospitals in Ontario, Canada. Healthcare professionals are becoming more involved in performance management as hospitals restructure to increase effectiveness. Although they are hospital employees, they are subject to performance appraisals because the hospitals are accountable to patients and the community for the quality of the hospital services. The purpose for having a performance appraisal program in a hospital is to monitor employees’ performance, motivate staff and improve hospital morale. The performance of health care professionals maybe appraised by the appropriate departmental manager, by other professionals in a team or program or by peers based on prior agreement on expectations.

Ramsey et al (2003) observed that appraisal approaches vary. They include behavioural approaches such as rating scales, peer rating, ranking or nomination and outcome approaches such as management by objectives, and goal setting. Professionals should give and receive a timely feedback on a feasible flexible schedule. Feedback can be provided one on one, by a group assessing quality of care or through an anonymous survey. Appraisal is a process of periodically reviewing one’s performance against the various elements of one’s job.

Ramsey et al (2003) worked on the effect of the relationships of performance appraisal on the effectiveness of the staff of public hospitals in Ontario, Canada. Performance appraisal has critical relationships with job analysis, selection, compensation and training. The foundation of the performance appraisal form is the job analysis. To help increase the likelihood that applicants selected from the job applicant pool perform better than those not selected valid selection tests are used by organizations. Performance appraisal can motivate employees by serving as a basis for distributing compensation because employee performance is in-part determined by ability as well as motivation, training can improve it.

Ramsey et al (2003) did a survey and interviewed a sample of 300 respondents in five public hospitals in Ontario, Canada. They used Likert scale statements contained in the questionnaire. They found that the relationships of performance appraisal had a positive effect on the effectiveness of the staff of the public hospitals studied.
Gap In Literature

From the literature search of current works on the effect of performance appraisal on the performance of staff of public hospitals, it is obvious that most of the studies were carried out in hospitals overseas for instance Canada, United States and India. In the Nigerian context such studies were either lacking or not published. This work hopes to bridge this gap by contributing to the intellectual pool of resources of what obtains in public hospitals in two states in the eastern part of Nigeria viz Imo and Enugu states and thus bringing an afro centric perspective on the subject matter.

The other detected gap in the literature is the lack of prior data applying the equity theory when conducting performance appraisal in public hospitals in the South Eastern Nigeria, in spite of the ability and advantages of the Equity Theory in the performance Evaluation area. Therefore the aim of the study is to close the gap.

Methodology

The study adopted survey research design and specifically, descriptive typology was used. Data were collected using questionnaire, face to face interview and focus group discussion. Primary data were complemented with secondary data. The hospitals studies included University Teaching hospital Enugu, ESUT teaching hospital Enugu,. Federal Neuropsychiatric Hospital Enugu, Imo University Teaching Hospital Orlu, and General Hospital Owerri.

Data Presentation

Table 1: The summary of the distribution of the questionnaires.

| A | Number of questionnaires distributed | 370 |
| B | Number of questionnaires returned | 360 |
| C | Number of questionnaires not returned | 10 |
| D | Response rate | b/a = 360/370 | 0.973 |
| E | Non-response rate | c/a = 10/370 | 0.027 |
| F | Total response and non response rate =b/a + c/a = b+c/a = 370/370 | 1 |

Source: Fieldwork, 2016

From Table 1, it is shown that out of the 370 questionnaires administered, 360 of them were returned. This gave a response rate of 0.973. Out of the 370 questionnaires administered 10 of them were not returned. This gave a non-response rate of 0.027. The total response and non response rate gave a total of 1.

Table 2: The analysis of the responses related to the first objective

<table>
<thead>
<tr>
<th>S/N</th>
<th>STATEMENT</th>
<th>RESPONSES</th>
<th>SA</th>
<th>A</th>
<th>U</th>
<th>D</th>
<th>SD</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Performance appraisal has a positive effect on the performance of the staff of public hospitals in Enugu and Imo States of Nigeria</td>
<td>F</td>
<td>157</td>
<td>131</td>
<td>23</td>
<td>24</td>
<td>25</td>
</tr>
<tr>
<td></td>
<td></td>
<td>%</td>
<td>43.61</td>
<td>36.39</td>
<td>6.39</td>
<td>6.67</td>
<td>6.94</td>
</tr>
<tr>
<td>2</td>
<td>Performance appraisal does not have a positive effect on the performance of the staff of public hospitals in Enugu and Imo States of Nigeria</td>
<td>f</td>
<td>25</td>
<td>24</td>
<td>23</td>
<td>131</td>
<td>157</td>
</tr>
<tr>
<td></td>
<td></td>
<td>%</td>
<td>6.94</td>
<td>6.67</td>
<td>6.39</td>
<td>36.39</td>
<td>43.61</td>
</tr>
<tr>
<td>3</td>
<td>Performance appraisal has a positive relationship with the performance of the staff of public hospitals in Enugu and Imo States of Nigeria</td>
<td>f</td>
<td>156</td>
<td>133</td>
<td>23</td>
<td>23</td>
<td>25</td>
</tr>
<tr>
<td></td>
<td></td>
<td>%</td>
<td>43.33</td>
<td>36.94</td>
<td>6.39</td>
<td>6.39</td>
<td>6.94</td>
</tr>
<tr>
<td>4</td>
<td>Performance appraisal does not have a positive relationship with the performance of the staff of the public hospitals in Enugu and Imo states of Nigeria.</td>
<td>f</td>
<td>25</td>
<td>23</td>
<td>23</td>
<td>133</td>
<td>156</td>
</tr>
<tr>
<td></td>
<td></td>
<td>%</td>
<td>6.94</td>
<td>6.39</td>
<td>6.39</td>
<td>36.94</td>
<td>43.33</td>
</tr>
</tbody>
</table>

N.B: 99.99 in numbers 3 and 4 is rounded up to 100.

Source: The statements, responses and frequencies are got from the questionnaires returned.

From Table 2, it is shown that the statement that performance appraisal has a positive effect on the performance of the staff of public hospitals in Enugu and Imo States of Nigeria, the responses are Strongly Agree (SA), Agree (A), Undecided
(U), Disagree (D) and Strongly Disagree (SD). They have frequencies of 157, 131, 23, 24 and 25 respectively, out of 360. These give percentages of 43.61, 36.39, 6.39, 6.67 and 6.94 respectively.

For the statement that performance appraisal does not have a positive effect on the performance of the staff of public hospitals in Enugu and Imo States of Nigeria, the responses are Strongly Agree, Agree, Undecided, Disagree and Strongly Disagree. They have frequencies of 25, 24, 23, 131 and 157 respectively out of 360. These give five percentages of 6.94, 6.67, 6.39, 36.39 and 43.61 respectively.

For the statement that performance appraisal has a positive relationship with the performance of the staff of public hospitals in Enugu and Imo States of Nigeria, the responses are Strongly Agree, Agree, Undecided, Disagree, Strongly Disagree. They have frequencies 156, 133, 23, 23, and 25 respectively out of 360. These give percentages of 43.33, 36.94, 6.39, 6.39 and 6.94 respectively.

For the statement that performance appraisal does not have a positive relationship with the performance of the staff of public hospitals in Enugu and Imo States of Nigeria, the responses are Strongly Agree, Agree, Undecided, Disagree, Strongly Disagree. They have frequencies 25, 23, 23, 133 and 156 respectively out of 360. These give percentages of 6.94, 6.39, 6.39, 36.94 and 43.33 respectively.

Table 3: The analysis of the responses related to the second objective

<table>
<thead>
<tr>
<th>S/ N</th>
<th>STATEMENT</th>
<th>RESPONSES</th>
<th>F</th>
<th>SA</th>
<th>A</th>
<th>U</th>
<th>D</th>
<th>SD</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>The purposes of performance appraisal have a positive effect on the productivity of the staff of public hospitals in Enugu and Imo States of Nigeria</td>
<td></td>
<td></td>
<td>161</td>
<td>134</td>
<td>21</td>
<td>21</td>
<td>23</td>
</tr>
<tr>
<td></td>
<td></td>
<td>%</td>
<td></td>
<td>44.72</td>
<td>37.22</td>
<td>5.83</td>
<td>5.83</td>
<td>6.39</td>
</tr>
<tr>
<td>2</td>
<td>The purposes of performance appraisal do not have a positive effect on the productivity of the staff of the public hospitals in Enugu and Imo States of Nigeria.</td>
<td></td>
<td></td>
<td>23</td>
<td>21</td>
<td>21</td>
<td>134</td>
<td>161</td>
</tr>
<tr>
<td></td>
<td></td>
<td>%</td>
<td></td>
<td>6.39</td>
<td>5.83</td>
<td>5.83</td>
<td>37.22</td>
<td>44.72</td>
</tr>
<tr>
<td>3</td>
<td>The purpose of performance appraisal have a positive relationship with the productivity of the staff of the public hospitals in Enugu and Imo States of Nigeria</td>
<td></td>
<td></td>
<td>160</td>
<td>142</td>
<td>19</td>
<td>19</td>
<td>20</td>
</tr>
<tr>
<td></td>
<td></td>
<td>%</td>
<td></td>
<td>44.44</td>
<td>39.44</td>
<td>5.28</td>
<td>5.28</td>
<td>5.56</td>
</tr>
<tr>
<td>4</td>
<td>The purposes of performance appraisal do not have a positive relationship with the productivity of the staff of the public hospitals in Enugu and Imo States of Nigeria.</td>
<td></td>
<td></td>
<td>20</td>
<td>19</td>
<td>19</td>
<td>142</td>
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<td>5.56</td>
<td>5.28</td>
<td>5.28</td>
<td>39.44</td>
<td>44.44</td>
</tr>
</tbody>
</table>

N.B 99.99 in number 1, 2 is rounded up to 100
Source: The statements, responses and frequencies are got from the questionnaires returned.

From Table 3, it is shown that for the statement that the purposes of performance appraisal have a positive effect on the productivity of the staff in the performance of the staff of public hospitals in Enugu and Imo States of Nigeria, the responses are Strongly Agree, Agree, Undecided, Disagree, Strongly Disagree. They have frequencies of 161, 134, 21, 21 and 23 out of 360 respective. These give percentages of 44.72, 37.22, 5.83, 5.83 and 6.39 respectively.
For the statement that the purposes of performance appraisal do not have a positive effect on the productivity of the staff in the performance of the staff of public hospitals in Enugu and Imo States of Nigeria, the responses are Strongly Agree, Agree, Undecided, Disagree, Strongly Disagree. They have frequencies of 23, 21, 21, 134 and 161 respectively out of 360. These give percentages of 6.39, 5.83, 5.83, 37.22 and 44.72 respectively.

For the statement that the purposes of performance appraisal have a positive relationship with the productivity of the staff in the performance of the staff of public hospitals in Enugu and Imo States of Nigeria, the responses are Strongly Agree, Agree, Undecided, Disagree, Strongly Disagree. They have frequencies of 160, 142, 19, 19 and 20 respectively out of 360. These give percentages of 44.44, 39.44, 5.28, 5.28 and 5.56 respectively.

For the statement that the purposes of performance appraisal do not have a positive relationship with the productivity of the staff in the performance of the staff of public hospitals in Enugu and Imo States of Nigeria, the responses are Strongly Agree, Agree, Undecided, Disagree, Strongly Disagree. They have frequencies of 20, 19, 19, 132 and 170 respectively out of 360. These give percentages of 5.55, 5.28, 5.28, 36.67 and 47.22 respectively.

Table 4: The analysis of the responses related to the third objective.

<table>
<thead>
<tr>
<th>S/N</th>
<th>STATEMENT</th>
<th>RESPONSES</th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>The relationships of performance appraisal have a positive effect on the</td>
<td>SA</td>
<td>A</td>
<td>U</td>
<td>D</td>
<td>SD</td>
</tr>
<tr>
<td>1</td>
<td>effectiveness of the staff of the public hospitals in Enugu and Imo States</td>
<td>F</td>
<td>170</td>
<td>132</td>
<td>19</td>
<td>19</td>
</tr>
<tr>
<td></td>
<td>of Nigeria</td>
<td>%</td>
<td>47.22</td>
<td>36.67</td>
<td>5.28</td>
<td>5.28</td>
</tr>
<tr>
<td>2</td>
<td>The relationships of performance</td>
<td>F</td>
<td>20</td>
<td>19</td>
<td>19</td>
<td>132</td>
</tr>
<tr>
<td></td>
<td>appraisal do not have a positive effect of the effectiveness of the staff</td>
<td>%</td>
<td>5.55</td>
<td>5.28</td>
<td>5.28</td>
<td>36.67</td>
</tr>
<tr>
<td></td>
<td>of the public hospitals in Enugu and Imo States of Nigeria</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>3</td>
<td>The relationships of performance</td>
<td>F</td>
<td>171</td>
<td>132</td>
<td>18</td>
<td>19</td>
</tr>
<tr>
<td></td>
<td>appraisal have a positive correlation with the effectiveness of the</td>
<td>%</td>
<td>47.50</td>
<td>36.67</td>
<td>5.00</td>
<td>5.28</td>
</tr>
<tr>
<td></td>
<td>staff of the public hospitals in Enugu and Imo States of Nigeria</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>4</td>
<td>The relationships of performance</td>
<td>F</td>
<td>20</td>
<td>19</td>
<td>18</td>
<td>132</td>
</tr>
<tr>
<td></td>
<td>appraisal do not have a positive correlation with the effectiveness of</td>
<td>%</td>
<td>5.55</td>
<td>5.28</td>
<td>5.00</td>
<td>36.67</td>
</tr>
<tr>
<td></td>
<td>the staff of public hospitals in Enugu and Imo States of Nigeria</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

N.B 99.99 in number 1, 2 is rounded up to 100

Source: The statements, responses and frequencies are got from the questionnaires returned.

From Table 4, it is shown that for the statement that the relationships of performance appraisal have a positive effect on the effectiveness of the staff in the public hospitals in Enugu and Imo States of Nigeria, the responses are Strongly Agree, Agree, Undecided, Disagree, Strongly Disagree. They have frequencies of 170, 132, 19, 19 and 20 respectively out of 360. These give percentages of 47.22, 36.67, 5.28, 5.28 and 5.55 respectively.

For the statement that the relationships of performance appraisal do not have a positive effect on the effectiveness of the staff in the public hospitals in Enugu and Imo States of Nigeria, the responses are Strongly Agree, Agree, Undecided, Disagree, Strongly Disagree. They have frequencies of 20, 19, 19, 132 and 170 respectively out of 360. These give percentages of 5.55, 5.28, 5.28, 36.67 and 47.22 respectively.

For the statement that the relationships of performance appraisal have a positive correlation with the effectiveness of the staff in the public hospitals in Enugu and Imo States of Nigeria, the responses are Strongly Agree, Agree, Undecided, Disagree, Strongly Disagree. They have frequencies of 171, 132, 18, 19 and 20 respectively of 47.50, 36.67, 5.00 5.28 and 5.55 respectively.
For the statement that the relationships of performance appraisal do not have a positive correlation with the effectiveness of the staff in the public hospitals in Enugu and Imo States of Nigeria, the responses are Strongly Agree, Agree, Undecided, Disagree, Strongly Disagree. They have frequencies of 20, 19, 18, 132 and 171 out of 360 respectively. These give percentages of 5.55, 5.28, 5.00, 36.67 and 47.50 respectively.

**Analysis of the questionnaire**

The 300 respondents were asked whether performance appraisal had a positive effect on the performance of the staff of public hospitals in Enugu and Imo states of Nigeria. 4 out of 5 of them said yes. 1 out of 5 respondents gave answers in the contrary. The 360 respondents were asked whether the purposes of performance appraisal had a positive effect on the productivity of the staff at the public hospitals. 41 out of 50 respondents gave answers in the contrary. The 360 respondents were asked whether the relationships of performance appraisal had a positive effect on the effectiveness of the staff of the public hospitals in Enugu and Imo States of Nigeria, 21 out of 25 of them said yes. 4 out of 25 of them gave answers in the contrary.

**Hypotheses Testing**

a) Performance appraisal does not have a positive effect on the performance of the staff of the public hospitals in Enugu and Imo States of Nigeria.

b) Lopsidedness in performance appraisal impede employee service delivery

Table 5: The computational details of the three hypotheses:

<table>
<thead>
<tr>
<th>Hypothesis number</th>
<th>Calculated z-value</th>
<th>Table z-value</th>
<th>Statistical decision</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>$\sqrt{\text{360}} \left( \frac{288}{360} - 0.7 \right) = 4.140$</td>
<td>1.645</td>
<td>Reject Ho</td>
</tr>
<tr>
<td>2</td>
<td>$\sqrt{\text{360}} \left( \frac{295}{360} - 0.7 \right) = 4.945$</td>
<td>1.645</td>
<td>Reject Ho</td>
</tr>
<tr>
<td>3</td>
<td>$\sqrt{\text{360}} \left( \frac{302}{360} - 0.7 \right) = 5.751$</td>
<td>1.645</td>
<td>Reject Ho</td>
</tr>
</tbody>
</table>

$Z = \frac{\frac{x}{n} - P_0}{\sqrt{\text{(P}_0\cdot(1-P_0))}}$

$Z = \frac{(\sqrt{n}) \left( \frac{x}{n} - P_0 \right)}{\sqrt{(P_0\cdot(1-P_0))}}$

For $n = 360$, $P_0=0.7$, $1-P_0 = 0.3$

$Z = \frac{(\sqrt{360}) \left( \frac{x}{n} - 0.7 \right)}{\sqrt{0.21}}$

Where $x$ is the number of respondents that strongly agreed or agreed with the statement, $P_0$ is the prescribed proportion $= 0.7$.

Source: The numbers of respondents that strongly agreed or disagreed with the statement are got from tables 2, 3 and 4.

From Table 5, it is shown that for hypothesis numbers 1, 2, 3 the calculated $z$-values were 4.40, 4.945 and 5.751 respectively, each greater than the table $z$ value at 5% level of significance which is 1.645. So the null hypothesis in each case was rejected. The alternative hypothesis in each case was accepted. So this shows that performance appraisal has a positive effect on the performance of the staff in the public hospitals in Enugu and Imo States of Nigeria. The purposes of performance appraisal have a positive effect on the productivity of the staff of the public hospitals in Enugu and Imo States of Nigeria. The relationships of performance appraisal have a positive effect on the effectiveness of the staff of the public hospitals in Enugu and Imo States of Nigeria, all at 5% level of significance.
Summary of Major Findings

- Performance appraisal has a positive effect on the performance of the staff of public hospitals in Enugu and Imo States of Nigeria.
- The lopsidedness in performance appraisal had a negative effect on the service delivery of the staff of the public hospitals in Enugu and Imo States of Nigeria.
- The application of nepotism in performance appraisal of the staff of the public hospitals in Enugu and Imo States of Nigeria impede service delivery.

Conclusion

That performance appraisal had a positive effect on the performance of the staff of public hospitals in Enugu and Imo States of Nigeria had some human resource management implications. It implied that monitoring employees’ performance in public hospitals would help to increase the ability of the staff to aspire to achieve the organizational goals and objectives. It also implied that the performance appraisal was a way of giving the employees feedback, about their performance at work which enabled the public hospital staff to stand up to their responsibilities to their patients and the community at large.

That the purposes of performance appraisal had a positive effect on the productivity of the staff of public hospitals in Enugu and Imo States of Nigeria had implications on how to manage the workers at work. It implied that such purposes of performance appraisal like management development, performance measurement, and identification of potentials could go a long way to make output to exceed the input. Also, it implied that such purposes of performance appraisal such as identification of potential, feedback, personnel planning, research on legal compliance and communication could lead to an increase in total factor productivity, labour productivity and capital productivity in the public hospitals.

That the relationships of performance appraisal had a positive effect on the effectiveness of the staff of the public hospitals in Enugu and Imo States of Nigeria had some strategic implications on how to manage the staff of the hospitals. It implied that such relationships of performance appraisal like job analysis and selection could improve the staff doing things right. It also implied that such relationships of performances appraisal like compensation and training could make the staff in the public hospitals to make a positive impact on their patients and the community at large.

Recommendations

It is recommended that the strategic managers and administrators of the public hospitals studied should be backed by policy:

1) Use performance appraisal as a tool to improve and monitor the performance of the staff.
2) Use the purposes of performance appraisal to make output of the staff to exceed the input.
3) Use the relationships of performance appraisal to make the staff to have a positive impact on the patients and the community at large for quality of service.
4) Ensure that performance appraisal is devoid of nepotism and favoritism.

References

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