

The Effect of Performance Appraisal on Nurses' Job Performance in Federal Medical Centre, Asaba, Delta State, Nigeria

¹Enike, Maryann Chinyere, ²Emma Chukwuemeka (Ph.D),
³Afuecheta, Edith Chibugo, ⁴Iwuokafor, Ugochukwu Chukwuagozie.

Department of Public Administration Nnamdi Azikiwe University, Awka

Abstract: Employee's performance appraisal is one of the most critical functions of a manager and it's a basic function of anyone in a supervisory role. Appraisals are done to ascertain how employees contribute to the achievement of corporate goals and objectives. This study examined the effect of performance appraisal on Nurses' job performance in Federal Medical Centre, Asaba. The objectives are to determine the influence of routine appraisal programmes on prompt response to emergency situations at the Federal Medical Center, Asaba; and to ascertain the role of regular monitoring and evaluation on the wellbeing of patients at the Federal Medical Center, Asaba. Two research questions and null hypotheses were formulated to guide the study. The survey research design was adopted. The study relied heavily on primary and secondary data. The target population for this study is the Nurses of Federal Medical Centre, Asaba With the total number of three hundred and seventeen Nurses. Content validity, was used and a test- re- test exercise was adopted using Pearson product moment correlation formula. Data collected were analysed using descriptive statistical tool, frequency table and simple percentages. The responses to the questionnaire were presented and analyzed using frequency table and simple percentages while inferential statistics, Chi-square in SPSS Package was also used to test the hypotheses. The study revealed that there is need to ensure regular feedback, failure to do this could affect staff interest in appraisal processes as much as possible feedback should be given to Nurses on their performance.

Keywords: Performance Appraisal, Job Performance, Regular Feedback, Performance, Nurses.

1. INTRODUCTION

Performance Appraisal structure has been proved to function as a tenacious and essential apparatus to boost organizational productivity, organizational peace, harmony and organizational influence on its environment (Brown and Heywood, 2005). In many institutions, employees are appraised to determine how each contributed towards attaining corporate goals and objectives. Their major thrust are profit maximization and service delivery. Thus, workers performance assessment is a key supervisory, leadership and managerial function. Nwachukwu (2014) asserts that performance appraisal anchors on assessing how impressive an employee appears on the job for which they were hired. Furthermore, performance appraisal is a periodic and systematic assessment of an employee's job behaviour, a sort of an evaluation of actual performance as against job expectation of an employee which can be done either by the employee himself or his superior. It is in the same vein that Khan (2006) warns that an ineffective work assessment can hamper organizational fate thereby brewing discord and disorder within the administrative echelon. Cleveland (2014), on this premise indicates that performance appraisal has a towering influence on wage administration, output feedback and identification of strengths and weaknesses.

Performance assessment in the health sector aids in evaluating the nurse's job performance, appraising their relational skills with co-employees and likewise their career competences (Redshaw, 2008). Good relational skills is a key aspect on which nurses are assessed during performance assessment interviews. It is agreed that adequate interpersonal skills leads

to a harmonious and supporting work atmosphere which yields outstanding performance in nursing care (Arora, 2009; Chiang & Birtch, 2010; Wiggins & Hyrkas, 2011). Nurses are appraised by their immediate supervisors (nurse managers), and nurse managers are evaluated by their direct supervisors in line with the organizational organogram (Bezuidenhout, 2007; Spence & Wood, 2007).

The Federal Medical Center, Asaba, is a federal owned health institution saddled with the responsibility of providing health services at all levels with direct backing and control of the Government (Adeyemo, 2006). Still, it is acknowledged that the condition of service dispatched at FMC facilities in Nigeria is not satisfying and judged as inadequate (Abimbola, 2012). Varying impediments have been pinpointed as constraining causes to this effect - amongst them is the human resource constraint (Okoye & Tollman, 2010), poor employee performance administration such as job descriptions complications, objective, targets, supportive supervisor, inadequate appraisal mechanism and clinical deficiencies. There are reported scenarios of lack of courtesy to patients, lateness to duty by those on call, poor patient assessment, monitoring, response evaluation, negligence, and response to crisis situations (Uneke, Ogbonna, Ezeoba, Oyibo, Onwe & Ngwu 2007). Human life is sacred – so, it's pathetic that institutions like FMC Asaba are not adequately sustainable towards performance appraisal system which is suitable to enhance practice, promote efficiency and improve service delivery. In a bid to addressing this grave challenge, this study examined performance appraisal and nurse's job performance at the Federal Medical Center, Asaba, Delta State, Nigeria.

Objectives of the Study

The general objective of this study is to examine the effect of performance appraisal on Nurses' job performance in Federal Medical Centre, Asaba. The specific objectives are;

1. To determine the influence of routine appraisal programmes on prompt response to emergency situations at the Federal Medical Center, Asaba.
2. To ascertain the role of regular monitoring and evaluation on the wellbeing of patients at the Federal Medical Center, Asaba.

Research Questions

1. What is the influence of routine appraisal programmes on prompt response to emergency situations at the Federal Medical Center, Asaba?
2. What is the role of regular monitoring and evaluation on the wellbeing of patients at the Federal Medical Center, Asaba?

Research Hypotheses

Ho: Routine appraisal programmes has no effect on prompt response to emergency situations at the Federal Medical Center, Asaba.

Ho: Regular monitoring and evaluation plays no role in the wellbeing of patients at the Federal Medical Center, Asaba.

2. CONCEPTUAL REVIEW

Performance Appraisal:

Performance appraisal is a technique through which institutions measure, evaluate and ascertain employee's behavior and work achievements within a period under review (Anderson, 2014). It is a recurrent assessment of an employee's output measured in line with the presumed job requirements. According Khan (2006), a way to scrutinize the performance and potentials of an employee is via performance appraisal system. It is pertinent to state that employees should know exactly what's expected of them, and the parameter through which their accomplishment are measured.

The International Labour Organization (ILO, 2000) defined performance appraisal as the system by which a formal review of employee's work performance is conducted. It's a technique adopted to evaluate the level of contributions of each employee in an institution.

Some vital objectives of performance appraisal as identified by Cobb, et al (2014) are;

- i To preserve and boost employee's job satisfaction and morale

- ii To serve as a guide in structuring employee's subsequent training.
- iii To ensure an accurate evaluation of employee's performance.
- iv It aids in personnel placement and transfer.
- v Aids in deciding and identification of employee's talent, special skill and capabilities.
- vi Helps to gather authentic data which guides and determine wage adjustments, promotions and disciplinary action.

Techniques of Performance Appraisal

According to Ferris (2014), there are several techniques of appraisals depending on the purpose and choice of an organization.

Rating Scales

Here, the employee is rated numerically. This can be graphical with the supervisor simply marking on the scale as fits the employee.

Graphic Rating Scales: This is most widely used rating technique. Many different forms of structure is provided, the scales differ in three ways:

- The degree to which the meaning of the response categories is defined.
- The degree to which the individual who is interpreting the ratings can clearly explain the intended response.
- The degree of which the performance dimension are defined for thereafter.

Behaviourally Anchored Rating Scale (BARS):

This method supplements the MBO approach as they attempt to get at the how of performance. The Characteristics that distinguish BARS are that:

- It lays emphasis on development goals.
- It concentrates on employee's job roles.
- It pinpoints distinct, observable and measurable behavior.
- It differentiates behaviour and effectiveness (results).

Field Review Method

In this method, supervisors do not make the rating but are rather responsible for it. HR specialists discuss a list of employees with supervisors. They take notes and details with concrete proofs of performance. After that, evaluation is done and employees are rated. These ratings are shown to the supervisors, they are discussed, and corrections, revisions and adoptions are made. The supervisors sign the ratings if satisfied that it represents a fair analysis of an employee.

Personnel Comparison or Ranking System

This technique adopts a comparison rating method amongst employees. A scale is used with indication where each worker is ranked in comparison to other workers.

Ranking

This works in two ways, Straight Ranking and Alternative Ranking.

(i) Straight Ranking: This method comes with emphasis on overall performance. The incumbents are indexed in order (best to worst). Incumbents are ranked in relation to performance and output. These rankings are fitting in small institutions but as employees increase, it becomes tasking to ascertain distinctions in the workers performance.

(ii) Alternative Ranking: Alternative ranking places the best subordinate at the helm of the list and the worst at the bottom. The supervisor picks the best and worst, the best is placed second on the list, the worst next to last. The supervisor continues in this format till all employees under scrutiny are ranked. The middle position on the list is the last to be filled by the method.

Critical Incident Technique

In this method, workers outputs on certain occasions are crosschecked considering a number of occurrences. Those occurrences are used as benchmarks in the rating.

Behavioural Checklists and Scales

Here, the superior makes use of checklists (descriptive statement) or scale that closely narrates an employee. These checklist are designed representing a specific aspect of a job.

Management by Objective Method (MBO):

The management by objective method in use differs from organization to organization depending on their objectives. This method compares actual performance from objective and indicates strengths from weaknesses. To maintain strength and outwit deficiencies, employees and their supervisors prepare a development plan for implementation and review at the end of a specified period of time.

Direct Index Approach

The direct index approach is a technique that differs from the other approaches as regards to performance measurement. This approach assesses subordinate's work output via objectives and impersonal criteria such as productivity and absenteeism rate. In evaluating managers, their performance are evaluated via various thresholds like the number of their subordinates who quit or their rate of absenteeism. For non- managers, their productivity level are undertaken via quality and quantity threshold. Quality represents scrap rates, customer's grievances and a number of other defects which consists units or parts produced. Quantity represents units output per hour, fresh customer's order and sales volume.

Accomplishment Records

This technique assesses employees in line with their achievements using the accomplishment record form. These are verified by the supervisors stating its accuracy and overall value. Due to involvement of outside evaluators this technique is time consuming and has great cost implication. This approach has shown to be predictive in determining job success. It also adopts face validity analysis which is generally termed valid.

Psychological Appraisal Methods

Prevalent in large organizations; it engages fulltime psychologists as they make use of their expertise in determining and forecasting employee's future capabilities within the institution.

This involves a thorough assessment, investigations, discussions and psychological tests on an employee involving their superiors with other variety of reviews and evaluations. After this, the psychologists writes a proceeding of the employee's intellectual, emotional and work related variables necessary to forecast employees future output.

360-Degree or Multirater-Review-Feedback

Here, workers rating are done via peers, teams, subordinates, and sometimes involving clients and superiors.

Potential Rating Scale Appraisal Errors/Problems

Central Tendency: This takes place when assessment figures show that most workers are evaluated as being near the middle of the performance scale.

Unclear Standards: Different appraisers would probably derive different meanings from the phrases, "good performance", "fair performance" and so on. Similarly, traits such as "quality of work", "creativity", or "integrity" may carry different meanings for different appraisers.

Hallo Effect: Here involves using a general favourable or unfavourable impression by judges to evaluate various specific traits.

The Rusty Hallo Effect: This is drawing a general judgment on a person on the premise of a negative characteristic.

Personal Biases: Racial, sexual, religious and other biases result in unfavorable considerations for promotions and pay.

Lack of Feedback: The extent to which an individual receives direct and clear information about how effectively he or she is performing on the job is termed feedback.

Classification of Appraisals

The Open Report Appraisal: In an open report appraisal system, the appraisee has the opportunity to discuss his performance with his supervisor, and to contribute to a greater or lesser extent. This system allows the complete participation of employee from the beginning of the appraisal to the end. It is usually common with the result oriented Management by Objective (MBO) or Accomplishment records methods.

The Confidential Report Appraisal: This is a system of appraisal where the supervisor assesses and records employee's performance without discussion. There is no employee participation in this exercise - in most cases the employee is not even aware of the evaluation. The confidential report is also known as the closed system of appraisal.

Advantages of Performance Appraisal to an Organisation

Performance improvement: Points out the way an employee's performance can be improved; it also encourages self-development. It gives proper recognition to each employee for his accomplishment.

Selection: It increases the likelihood that those selected from a pool of applicants will perform well on the job, through empirical validation of a selection test process.

Compensation: Performance appraisal also serves as a basis on which to fairly distribute compensation based on individual employee performance valuation.

Training and development: It helps the organization to ascertain employee's current level of performance and on what aspects he needs training. It helps determine whether the undesirable performance is caused by ability, motivation or the work situation.

Placement decision: Appraisal supports personnel decisions in promoting outstanding performance and sack low performers, train, transfer and discipline as the case may be.

Help diagnose organizational problems: Proper specification of performance level of employee and adequate remedies offered can help diagnose the effectiveness of the organization's appraisal system, through positive outcomes or otherwise.

Communication: Appraisals as a tool helps in improving the superior/subordinate relationship through interaction communication, leading to achievement of goals and team effort

Job Performance

Performance addresses intensity, quality, rate and extent of accomplishing an assignment or specific task that explains an employee's job. The following exhibit demonstrates the various contents of job performance. Job performance relates to the act of carrying out a specific task. It's a means to reaching organisational goal or set of goals within a job, role or function. Campbell (1990), affirm that job performance is not just a single action on the job but consists a complex activities while carrying out an organizational task.

Determinants of Performance Capacity

Capacity here depicts the extent at which an employee holds required skills, abilities, knowledge and experience.

Opportunity: The unavailable platform to perform is a critical index towards performance. Lack of opportunity leads to indecision and cynical attitudes which proves a big hurdle for any employee.

Willingness: This explains the employees resolve, the extent, their desires, willingness and effort towards reaching job goals. It asks the motivation question. The mixture of capacity and opportunity cannot produce high performance without a level of motivation.

Job Description: Job description represents and overall nature of a job. According to Robert Clark and Jeremy Seward, (2013) "a job description outlays what is demanded of an employee in terms of performance, outputs and boundaries as regards to employees responsibility.

Job satisfaction: As a social setting, an ideal institution metes out certain benefits to its participants as well as its clients. Satisfaction and morale are similar terms referring to the degree at which an institution attends to the needs of an employee. Satisfaction can be measured using employee's attitude, turnaround rate, absenteeism and grievances.

3. THEORETICAL FRAMEWORK

Goal Theory

Edwin Locke outlaid the Goal theory of motivation in the 1960's. The theory avouch that goal setting is tied to performance. It asserts that definite and demanding goals with necessary feedback leads to higher and better task performance. It proffers an efficient goal with four factors: proximity, difficulty, specificity and feedback.

Goal setting theory has certain eventualities such as self-efficiency which explains the personnel's self-confidence and grit that (s)he is acquainted with the potentials of fulfilling the task and Goal commitment which presume that the personnel is devoted to the goal.

The relevance of this theory to this work is linked to the study of Lathan and locke (1979) which highlighted four apparatuses that links goals to performance outcomes.

Goal theory concentrates on priorities; it set's specific goals for employees, it drives their attention to prioritizing and attaining these goals. Secondly, it stimulates employee's effort. This is evident when sub goals are attached to specific reward system thus stimulating personnel's to be effective. It challenges the workforce to show forth knowledge and bring their skills to fore which increases their tendency of success. Lastly, as the goal becomes more challenging, employee's harnesses from their shelves of skills hence bringing on their 'A' game.

Methodology

In this work, survey research design was adopted. The study was conducted in Federal Medical Center located in Asaba, the capital city of Delta state in south-south region of Nigeria. The study relied heavily on primary and secondary data. The target population for this study are the Nurses of Federal Medical Centre, Asaba with the total number of three hundred and seventeen Nurses. Using the entire population, data was collected through questionnaires and five point likert scale was used. The research respondents were tabulated so that interpretations of the data will be easy to understand. Content validity was used to measure a concept through logical analysis of the item and a test- re- test exercise was adopted using Pearson product moment correlation formula. The data collected were analysed using descriptive statistical tool, frequency table and simple percentages. The responses to the questionnaire were presented and analyzed using frequency table and simple percentages to answer the research questions with inferential statistics - Chi-square in SPSS Package was also used to test the hypotheses.

4. DATA PRESENTATION AND ANALYSIS

The presentation will take the form of tabulation followed by analysis, explanation and interpretation of data collected from the questionnaire.

1. What is the influence of routine appraisal programmes on prompt response to emergency situations at the Federal Medical Center, Asaba?

Table 1: Responses on if routine performance appraisal has improved the prompt response to emergency situation in the Medical Centre

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly agreed	137	46.9	46.9
	Agreed	96	32.9	79.8
	Undecided	22	7.5	87.3
	Disagreed	29	9.9	97.3
	Strongly disagreed	8	2.7	100.0
	Total	292	100.0	100.0

Source: Questionnaire Administered, (2019)

The above table shows the number of respondents expressing their views that routine performance appraisal has improved the prompt response to emergency situation in the Medical Centre.

From the table above, 137 Nursing staff representing 46.9% were of the view that routine performance appraisal has improved the prompt response to emergency situation in the Medical Centre as Strongly agreed with 46.9 valid percent and cumulative percent. 96 Nursing staff making 32.9% expressed their views that routine performance appraisal has improved the prompt response to emergency situation in the Medical Centre as Agreed with 32.9 valid percent and 79.8 cumulative percent. 22 Nursing staff comprising 7.5% expressed their views as undecided with 7.5 valid percent and 87.3 cumulative percent. 29 Nurses accumulating 9.9% expressed their views as disagreed with 9.9 valid percent and 97.3 cumulative percent. 8 Nursing staff representing 2.7% expressed their views as strongly disagreed with 2.7 valid percent and 100 cumulative percent.

2. What is the role of regular monitoring and evaluation on the wellbeing of patients at the Federal Medical Center, Asaba?

Table 2: Responses on whether Regular monitoring and performance appraisal plays a role in the wellbeing of patients at the FMC, Asaba.

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly agreed	123	42.1	42.1	42.1
Agreed	111	38.0	38.0	80.1
Undecided	18	6.2	6.2 8.6	86.3
Disagreed	25	8.6	5.1	94.9
Strongly disagreed	15	5.1	100.0	100.0
Total	292	100.0		

Source: Questionnaire Administered, (2019)

The above table shows the number of respondents in respect to know if regular monitoring and performance appraisal plays a role in the wellbeing of patients at the FMC, Asaba

From the table above, 123 Nursing staff comprising 42.1% as Strongly agreed were of the view that regular monitoring and performance appraisal plays a role in the wellbeing of patients at the FMC, Asaba. 111 Nursing staff accumulating 38.0% expressed their view that Regular monitoring and performance appraisal plays a role in the wellbeing of patients at the FMC, Asaba as Agreed with 38.0 valid percent and 80.1 cumulative percent. 18 Nursing staff deriving 6.2% expressed their views as undecided with 6.2 valid percent and 86.3 cumulative percent. 25 Nursing staff representing 8.6% responded as disagreed with 8.6 valid percent and 94.9 cumulative percent. 15 Nurses staff making 5.1% expressed their view as strongly disagreed with 5.1 valid percent and 100 cumulative percent.

Hypothesis I

Ho: Routine appraisal programmes has no effect on prompt response to emergency situations at the Federal Medical Center, Asaba.

Table 3: Chi-Square Test

	Value	df	Asymp. Sig. (2sided)
Pearson Chi-Square	18.649	9	.029
Likelihood Ratio	12.271	9	.019
Linear-by-Linear Association	.629	1	.038
N of Valid Cases	228		

Source: Questionnaire Administered, (2019)

Table 3.1: Chi-Square Test Symmetric Measures

		Value	Asymp. Std. Error	Approx. T	Approx. Sig.
Nominal by Nominal	Phi	.022			.030
	Cramer's V	.013			.030
	Contingency Coefficient	.021			.030
Interval by Interval	Pearson's R	.511	.057	.171	.043
Ordinal by Ordinal	Spearman Correlation	.619	.064	.932	.024
N of Valid Cases		228			

Source: Questionnaire Administered, (2019)

From the table, the value of Pearson chi-square is computed as 10.70 with a degree of freedom. However, comparing them with critical value of chi-square at 9 degree of freedom and 5% level of significance, it is clear that the computed value of 18.65 is greater than the critical value at 9 degree of freedom with 5% level of significance. Hence, the null hypothesis is hereby rejected. The implication of this is that the Routine appraisal programmes has effect on prompt response to emergency situations at the Federal Medical Center, Asaba.

Furthermore, this finding is corroborated by table 9.3 above where the symmetric measures were also computed to support the analysis.

From the table, it can be seen that the crammer's value is significant at 0.03 which is less than 5% level of significance. Similarly, the contingency coefficient is also significant at 0.03 just like the Crammer's V. Both Pearson's R and Spearman's are significant at 5% with the values of 0.043 and 0.024 respectively.

Hypothesis II:

Ho: Regular monitoring and evaluation plays no role in the wellbeing of patients at the Federal Medical Center, Asaba.

Table 4: Chi-Square Test

	Value	df	Asymp. Sig. (2sided)
Pearson Chi-Square	18.649	9	.029
Likelihood Ratio	12.271	9	.019
Linear-by-Linear Association	.629	1	.038
N of Valid Cases		228	

Source: Questionnaire Administered, (2019)

Table 4.1: Chi-Square Test Symmetric Measures

		Value	Asymp. Std. Error	Approx. T	Approx. Sig.
Nominal by Nominal	Phi	.022			.030
	Cramer's V	.013			.030
	Contingency Coefficient	.021			.030
Interval by Interval	Pearson's R	.511	.057	.171	.043
Ordinal by Ordinal	Spearman Correlation	.619	.064	.932	.024
N of Valid Cases		228			

Source: Questionnaire Administered, (2019)

From the table, the value of Pearson chi-square is computed as 10.70 with a degree of freedom. However, comparing them with critical value of chi-square at 9 degree of freedom and 5% level of significance, it is clear that the computed value of 18.65 is greater than the critical value at 9 degree of freedom with 5% level of significance. Hence, the null hypothesis is hereby rejected. The implication of this is that regular monitoring and evaluation plays a role in the wellbeing of patients at the Federal Medical Center, Asaba. This finding is corroborated by table 9.3 above where the symmetric measures were also computed to support the analysis.

From the table, it can be seen that the crammer's value is significant at 0.03 which is less than 5% level of significance. Similarly, the contingency coefficient is also significant at 0.03 just like the Crammer's V. Both Pearson's R and Spearman's are significant at 5% with the values of 0.043 and 0.024 respectively.

5. CONCLUSIONS

Gleaned from the respondents, findings depicts that routine performance appraisal improved prompt response to emergency situations in the Medical Centre. It was also deduced that regular monitoring and performance appraisal plays a role in the wellbeing of patients.

This is evident because the medical centre has in place an appraisal system with developed, articulate performance criteria that have existed overtime. An articulate assessment of employee performance in any institution will serve and boost the organisation's overall effectiveness. This criteria encapsulates uniformity and is vital as it ensures that all personnel are assessed on a set scale.

Assessments that are not uniformed are less effective due to the set scale for success or failure which is deemed inconsistent and irrational. Additionally, this coherency permits an organization to methodically correlate the appraisals of diverse employees.

Conclusively, organizations should vigorously favour techniques and approach that will be helpful towards administering their appraisal mechanism effectively so that their tabled aspirations will be attainable and afterwards translated into the organization's performance system.

6. RECOMMENDATIONS

For recommendations, there is need to ensure that performance criteria are extracted from an up-to-date job description. The management while implementing such should ensure and adopt the principle of fairness in appraisal process in the Medical centre to champion a sense of belonging among nurses in order to boost their trust and confident. Furthermore, there is need to ensure regular feedback. Failure to do this could affect staff interest in the process as much as possible. Feedback should be given to Nurses on their performance occasionally.

REFERENCES

- [1] Anderson, (2014), Development and validation of a questionnaire for measuring perceived political considerations in performance appraisal. *Journal of Organizational Behavior*: 17: 79-90.
- [2] Arora, T., Chang, C., Bitch, C., Wiggins S. & Hyrtas, I. (2011), The Social Context of Performance Appraisal: A Review and Framework for the Future. *Journal of Management*: 30: 81-95.
- [3] Bretz, R.D. (2014), The current state of performance appraisal research and practice: concerns, directions, and implications. *Journal of Management*:18: 321-52.
- [4] Brown, M. & Heywood, J.S. (2005). Performance Appraisal Systems: Determinants and Change, *British Journal of Industrial Relations*: (43), 659-679.
- [5] Cleveland, J.N. (2014), Multiple Uses of Performance Appraisal: Prevalence and Correlates, *Journal of Applied Socio Psychology*: (74), 130-135.
- [6] Cobb, A.T. (2010), The effects of leader fairness and pay outcomes on superior/subordinate relations. *Journal of Applied Social Psychology*: 26, 1401.
- [7] Cropanzano, R. & Folger, R. (2012), Procedural justice and worker motivation, in Steers, R.M., Porter, L.W., Bigley, G.A. (Eds), *Motivation and Leadership at Work*, 6th ed., McGraw-Hill, New York: 72-83.

- [8] Ferris, G.R. & Kacmar, K.M. (2002), Perceptions of organizational politics, *Journal of Management*: 18: 93-116.
- [9] Ifenowo, B. (2015), Work ethics, values, attitudes and performance in the Nigerian Public Service: Issues, challenges and way forward.
- [10] Khan, S. (2006), On the Folly of Rewarding A, While Hoping for B. *Academy of Management Journal* .18(4): 69-83.
- [11] Nwachukwu, (2014), *Performance Appraisal: An Organizational Perspective*, Allyn and Bacon, Boston, MA.
- [12] Redshaw, J.S. (2008), Examining the Unique Effects of Multiple Motivational Sources on Task Performance, *Journal of Applied Social Psychology* (33): 255-257.
- [13] Spence & Wood, (2007), *Understanding Performance Appraisal*: Thousand Oaks, Sage.
- [14] Uneke, C., Ogbonna, A., Ezeoha, A., Onwe, F., & Ngwu, B. (2007), The Nigeria Health Sector.