

PERFORMANCE APPRAISAL AND ORGANIZATIONAL SURVIVAL OF SELECTED PUBLIC AGENCIES IN RIVERS STATE

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ABSTRACT

The study focused on performance appraisal and organizational survival of selected Public agencies in Rivers State. The main objective of the study was to determine the major factors contributing to the inability of the public agencies in Rivers State to meet the challenges of the market competitiveness in the economy, given the measures of human resource management as considered independent variable, which consists of compensation, development, and performance appraisal. While dependent variables are; Innovativeness, Adaptability and Resilience. The study adopted qualitative and quantitative approach and used both primary and secondary data. The primary data were collected from management, Senior Managers and Middle managers of the state agencies. Four research questions, and ten hypotheses guided the study. The population of the study was 9 agencies and the sample size of 108 respondents was used for the study. The Instrument used for data collection was a structured questionnaire titled; "Human Resource Management and Organizational Survival Questionnaire" (HRMOSQ). The reliability of the research instrument was obtained using Cronbach alpha at a 0.70 threshold. The instrument was validated by my supervisor. The data retrieved was analyzed using frequencies and mean distributions at the demographic and univariate level, Spearman's rank order correlation coefficient for the test of bivariate hypotheses, and the partial correlation for the multivariate level. Findings revealed that there are constraints to effective performance appraisal of Public Agencies in Rivers State.

Keywords: Performance Appraisal, Organisational Survival, Innovation

INTRODUCTION

Management kept investing on resources, project and maintaining infrastructures with little or no room for innovativeness such as incremental innovation, service innovation, and sustainable innovation. Management has also failed to be 'cogemodise' in their adaptability such as behavioural, physiological and structural for the agencies survival. Public agencies have not made provision for resilience in the system. Their managers are also not making adequate input for the survival of the agencies. These have resulted to a disruptive and threaten of survival and unbalanced human resource duties capable of making managers feel alienated and neglected. According to Jaja and Okpu (2014), researchers have studied several organizational climate that could sustain the survival of public agencies. Olughor and Oke (2014) also asserted that the survival of any organization lies on team work of the workforce and management's interests shared. Both must work for the actualization of the organizational goals and objectives, otherwise, organizational activities will fail.

Uchechukwu and Uche (2015) stated that an efficient human resource management involves in sustaining and developing all managers of an agencies to be useful from the day of its recruitment till retirement. It involves recruiting, firing, review, welfare, legal aspects, etc.

In this view, there are things lacking: agencies cannot only sustain and develop staff, but environmental changes need to be scanned, to determine the kind of business to operate/responsibilities, resources, and the duty of management.

Uchechukwu and Uche (2015) opined that human resource is an essential tool that creates impact for the survival of an organization. Thus, for the survival of any agency, available human resources should be effectively managed to scan the environment through SWOT analysis.

The practice of human resource management in an organization is concerned with all aspects of how people are employed and managed. Effective management is the key to survival of organizations. Besides, the principles are based on organization's ability to create a place where people want to work, find the right people to work, select them, developed them, appraise them, compensate them for actualization of corporate objectives.

Some of the significant developments in the field of organization in recent times include: the increasing importance given to human resource, new innovativeness and adaptability. Isaiah (2012) asserted that certain constraints such as economic system, legal system, political system, and education system, socio-cultural and ethnic environment seem to affect the effective management of human resources. Thus, research set out to investigate and determine how the problems of Human Resource Management could be handled for the survival of organization and achieve its desire goals and objectives. Poor dealing with these unforeseen happenings will contest the reasons of the public agencies today, survival and consequently leads to its ultimate folding (Fleming, 2012). In holistic view, the researcher has also shown that the relationship between human resource management and organizational survival of public agencies in Rivers State has not been thoroughly investigated. This is the gap in literature which this study seeks to bridge.

The greatest challenges faced by public agencies in Rivers State is poor adoption of resilience, innovativeness and adaptability. Absence of base pay, merit pay, overtime, exempt development, complying development, neglect of service innovation and anticipation resilience cause the inability of survival of public agencies in Rivers State. Furthermore, demonstration of the valuable interpretation of agency's failure, then adaptionists seek at explaining why organizational failure which considered as ineffective adaptation (Hambrik 2012). When the density is low, the adaptability is infancy, thus, the public agencies attractiveness is scare and this produces low resilience, while the innovativeness rate is very low (Hannan 2017).

Researcher also observes that many of the public agencies in Rivers State invest little in human resource management. The sub-dimensions of organizational survival mentioned above are grossly ignored. The public agencies are not bringing out the tools that will enhance its survival. This kind of addled ability does not foster manager bond with the public agency (Peter and Jude 2019).

Research Hypotheses

- HO₁: Performance appraisal has no significant relationship with innovativeness of public agencies in Rivers State.
- HO₂: Performance appraisal has no significant relationship with adaptability of public agencies in Rivers State.
- HO₃: Performance appraisal has no significant relationship with resilience of public agencies in Rivers State.

PERFORMANCE APPRAISAL (PA) AND ORGANIZATIONAL SURVIVAL

Performance appraisal policy is used for rating the performance of staff as a subset of HRM for an agency to survive (Yalcin 2002). PA is a key aspect for evaluating the staff behavior in the work place, which spell out both quantitative and qualitative part of job performance for the organizational survival (Rao 2005). See Johnson (2000) says PA helps to eradicate challenge faced in the system by staff and create room for survival. PA have the guiding principles that influences the staff performance, evaluate the quality, quantity and time typically by managers (Kuvaas 2006).

Researcher observation, PA managing career development in public agency, analyzing and recording information related to staff worth for organization to survive. Accurate appraisals are key aspect of HRM that focuses on general, managers and technological performance appraisal procedures that make organization to survive. PA can determine the compensation and development needs which anchors on the extent of its survival of public agency. See maud (2001) states that PA helps organization to achieve sustainable competitive advantage, of such it sustained the momentum of continuous growth and proved better efficient used of manpower for survival.

Schiphorst (2001) describes performance appraisal as the process of executing the performance plans to achieve both the individual and organizational goals. It also set standards for the staff and managers to improve on organizational results for its survival. Performance appraisal is essentially a staff phenomenon in public agency is indeed a convergence of resources managed by the ultimate resource, the human resource. Appraisal therefore refers to the effective and efficient utilization of accurate instrument available to the public agency with the sole aim of sustaining its survival (Hur, 2007).

Osei (2011) agrees that motivating staff to enhance their performance has to do with general appraisal for organizational survival. According to Hellriegel, Slocum, Jackson, Amos, Klopper, Louw, Louw, Oosthuizen, Perks, Staude, and Zindiwe (2012), performance appraisal is the union of the organization's human resource management and development strategy for organizational survival. Parveen and Sudipti (2013) state that performance appraisal emerged step-by-step to give an organization victory over the weaknesses of staff by providing a rational framework for establishing goals, measures and objective for making staff improved work performance, and planning for future HR needs, improved supervision and evaluation, realization of business objectives, linking pay to performance, improved employee morale, obtaining a competitive advantage and improved staff satisfaction for the survival of public agencies. Effective performance appraisal system establishes a forum for dialogue and feedback between managers and staff. To survive, public agencies need consistence improvement of quality of personnel and become more cost conscious that required it better manage PA for it survival. Finally, PA is a key process and work hand-in-hand with human capital for staff or organization self-actualization in turn affect survival of organization. PA is a dimension of HRM in turn be conduct as formal appraisal (Berry 2003).

METHODOLOGY

Research Design

The study adopted survey design

Population of study

This study was concerned with the relationship between the variables as they apply to the 9 listed public agencies in Rivers State.

S/N	Public Agencies	Population
1	Rivers State Bureau on Public Procurement	12
2	Road Maintenance and Rehabilitation Agency	12
3	Road Traffic Management Authority	12
4	Rivers State Sustainable Development Agency	12
5	Greater Port Harcourt City Development Authority	12
6	Housing and Property Development Authority	12
7	Rivers State Waste Management Authority	12
8	Rivers State Tourism Development Agency	12
9	Rivers State Internal Revenue Service	12
	Total	108

Source: Researcher's Survey Activities, 2019

Sample Size/sampling technique

The census technique was adopted in this study given the size of the population and the technique (purposive) of selection. This is as the 12 participants are purposively selected from all 9 agencies giving a total of 108. All 108 identified members are to be involved and admitted as part of the study; hence the study covers its entire population in its investigation (Kothari, 2004)

Data Analysis Techniques

Primary stage of analysis: The primary stage involves the assessment of distributions for the responses and the overall assessment of levels of manifestations of the variables within the contexts specified in the study; hence measures of central tendencies (e.g. mean) as well as dispersion (e.g.

standard deviation) was utilized to assess average responses and experiences of the variables as evident within the specified contexts.

Secondary stage of analysis: The secondary stage of analysis was the test for the hypotheses of the study. Tests were carried out using the Spearman's rank order correlation coefficient at a 0.05 level of significance based on the adoption of a 95% confidence interval.

Results

HO₁: Performance appraisal has no significant effect on innovativeness of public agencies in Rivers State.

HO₂: Performance appraisal has no significant effect on adaptability of public agencies in Rivers State.

HO₃: Performance appraisal has no significant effect on resilience of public agencies in Rivers State.

Table 1 Performance appraisal and organizational survival

		Performance	Innovativeness	Adaptability	Resilience	
Spearman's rho	Performance	Correlation Coefficient	1.000	.848**	.787**	.765**
		Sig. (2-tailed)	.	.000	.000	.000
		N	97	97	97	97
	Innovativeness	Correlation Coefficient	.848**	1.000	.806**	.875**
		Sig. (2-tailed)	.000	.	.000	.000
		N	97	97	97	97
	Adaptability	Correlation Coefficient	.787**	.806**	1.000	.733**
		Sig. (2-tailed)	.000	.000	.	.000
		N	97	97	97	97
	Resilience	Correlation Coefficient	.765**	.875**	.733**	1.000
		Sig. (2-tailed)	.000	.000	.000	.
		N	97	97	97	97

** . Correlation is significant at the 0.01 level (2-tailed).

The result for the hypotheses on the effect of performance appraisal on the measures of organizational survival is shown in table above. The result shows that performance appraisal has a significant and positive relationship with innovativeness ($\rho = 0.848$), adaptability ($\rho = 0.787$), and resilience ($\rho = 0.765$). The result also shows that performance appraisal impacts positively on the all three measures of organizational survival (where $P < 0.05$).

The result from the analysis shows that the effect of performance appraisal the three measures of organizational survival is also high where adopted significance is 0.05 and where significance is at 0.01. The evidence of performance appraisal within the organization is shown by the results to have a positive effect and as such enhances outcomes such as innovativeness, adaptability and resilience. Based on this result, hypotheses 7, 8 and 9 are rejected.

Discussion of Findings

Performance appraisal significantly and positively impacts on organizational of public agencies in Rivers State

When properly conducted, performance appraisals have several key roles in the organization. They have used administratively to base decisions like transfers, promotions; demotions, termination, and rewards (DeNisi & Pritchard, 2006). They are also used to identify the need for training for the human resource and the areas that require further development and training. Directors also use them to form a basis for constructing a system for rewards and bonuses, provide feedback on performance for the employees, and improve supervision since the supervisor is aware of the subordinate's performance.

Since promotion or bonuses are awarded using the outcomes of the appraisal, it guarantees fairness and reduces grievances among employees (Simmons & Iles, 2001). Managers and directors can also use it to evaluate the effectiveness of early stage processes like recruitment, selection, and induction in the organization (DeNisi & Pritchard, 2006). Finally; the appraisals also serve as a tool for motivation as targets achieved are an indicator of the efficiency of an employee. It, therefore, motivates employees to perform better and improve their appraisal index.

According to Walker, Damanpour, & Devece, (2011) it is the actual output measured against the intended output of the organization. Key factors like financial performance, market outreach, and shareholder value performance are analyzed to determine the actual performance (Simmons & Iles, 2001). In some cases, like manufacturing product capacity performance may also be put into consideration. Watson (2016) agrees that organizational performance has to be measured as the overall effectiveness of a firm in meeting identified needs of departments in the company but emphasizes that the efforts should also focus on the ability to improve its capacity to address those needs adequately continuously.

Organizational survival engages a set of persistent activities, towards set targets, and formulating suitable modifications to accomplish the set aims efficiently (Thurston, Wells, & McNall, (2010). The recurring activities are often the primary role of leaders in organizations. As a leader in an organization's hierarchy, it is imperative to know the determinants of organizational survival (Watson, 2016.) It allows managers to identify the key factors to prioritize to develop organizational performance and as such survival. The analysis should enable managers to address deficiencies and use the information gained to improve the company systems when it comes to customer service, investor demands and employee motivation (Rock & David 2015) A comprehensive analysis of organizational survival allows the firm to improve their performance in the present and stay relevant for the future.

CONCLUSION

In conclusion, it is stated that the proper management of human resources has enormous impact on organisational survival. The principal officers and heads of examined agencies should incorporate HRM thinking into business activities and functions and make the HR function "strategically proactive". The effective management of the human resources of these agencies will create and sustain outcomes which necessitate their survival with regards to enhanced innovativeness, increased adaptability, and higher levels of resilience. It is also imperative for the public agencies to ensure that their HRM practices are effectively institutionalized and supported by adequate policies and cultural frameworks.

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