

*Research Paper*

## **Performance appraisal feedback, employee's work performance and the moderating role work motivation**

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### **ABSTRACT**

**Purpose:** Delivering public value requires effective and efficient use of public resources by employees who possess the required skills, knowledge and competencies needed to achieve such objectives. Subsequently, many countries have embraced performance measurement models in public sectors. Hence, the aim of this study is to investigate the effect of performance appraisal feedback on public sector employees' work performance among Lagos Skills Acquisition centre staff as well as examine the moderating role of work motivation.

**Design/methodology/approach:** To achieve this, the study administered questionnaire on 231 participants through simple random sampling but only 205 filled and returned their copies of the questionnaire. The data collected was then analysed using descriptive, correlation, regression and process macro techniques.

**Findings:** The analyses revealed that performance appraisal feedback significantly affect employees' work performance as well as their work motivation. However, the relationship between performance appraisal feedback and employees' work performance was not moderated by work motivation.

**Practical implications:** The study therefore suggest the need to always attach immediate reward to outcome of performance appraisal to provide motivation for public sector employees.

**Originality/value:** The research contributes to knowledge by specifically investigating effect of performance appraisal feedback on employee's work performance among Lagos skills acquisition centres staff and the moderating role work motivation. This is the first empirical study to combine the three variables of performance appraisal feedback, employee's work performance and work motivation as a moderator among public sector employees.

**Keywords:** Performance appraisal feedback, work performance, work motivation, and public sector

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## 1. Introduction

Delivering public value requires effective and efficient use of public resources (Christensen et al., 2013) by employees who possess the required skills, knowledge and competencies needed to achieve such objectives (Ismail et al., 2021). Subsequently, many countries have embraced the principles of New Public Management which stresses the need for private sector like performance measurement models in public sectors (Madureira et al., 2021). Without a formal way of measuring performance, it will be difficult to determine with certainty if progress is made towards achieving the set targets (Dauda, 2018). Hence, public sector performance and how the performance is measured has gained increased attention in research because these issues are central to organisational life (Bawole et al., 2013). Appraising the performance of public sector, its employees and leaders is critical to detecting imbalances and shortfalls that may hamper the achievement of goals as well as engaging all to build a new culture for the organisation (Lira, 2015). Put differently, organisations depend on performance appraisal to enable employees know how well they are performing and growing, their abilities and potentials for improvement (Agyare et al., 2016).

Despite its indispensability, performance appraisal has remained the most controversial human resource tool that has continued to attract the attention of scholars and practitioners (Sanyal & Biswas, 2014). This is because the outcome of performance appraisal of public sector employees can be used to justify employee's salary adjustment, promotion, documentation for future reference purpose, motivation of employees (Christensen et al., 2013; Rubin & Edwards, 2020), demotion, employee capacity development need and continuous improvement process (Majidi et al., 2020). Aside these general purposes, government specifically considers performance appraisal as a veritable tool to hold public sector employees accountable (Rubin & Edwards, 2020).

The literature suggests that the benefits of individual performance appraisal to public sector performance and productivity are often eroded by feelings of individualism, injustice, burn-out, demotivation, manipulating data to one's advantage and subverting the appraisal process by the appraiser among other factors (Madureira et al., 2021). This has further given credence to the argument for a fair, transparent and objective performance appraisal that is acceptable to employees (Ali et al., 2019). When employees have confidence in performance appraisal, they tailor their efforts towards individual as well as organisational goal accomplishment (Lira, 2015).

Several studies have investigated the relationship between performance appraisal and employee outcomes (Kuvaas, 2006), public service motivation, task and non-task behaviour of managers (Christensen et al., 2013), employee experience (Fardale & Kelliher, 2013), employees' attitude (Sanyal & Biswas, 2014), public sector employees' satisfaction (Lira, 2015), employees' job satisfaction and organizational commitment (Agyare et al., 2016), Portuguese civil servants perception of Public Administration Performance appraisal Integrated System (SIADAP) (Madureira et al., 2021), and health workers' job satisfaction (Majidi et al., 2020). However, within the context of Lagos skills acquisition centres, Lagos-Nigeria, no study has examined how performance appraisal feedback affect the performance of its public sector employees. This will be the major focus of this study.

There are 19 government-owned Skills Acquisition Centres in Lagos State with the primary aim of empowering the teeming unemployed youths and indigent women to boost small and medium scale businesses and job creation in Lagos State. The centres produce an average of 6000 graduates yearly (The Guardian, 2021). This research posits that the sustainability of these

objectives depend on the performance of the employees of these acquisition centres. This assumption according to Huber (1983) is premised on the lack of ability by public administrators to make clear specific objectives and performance measures for public sector employees because of the ambiguity and difficulty in quantifying the mission of government agencies. Furthermore, majority of government workers also believe that doing their work well does not translate to immediate pay rise or promotion like is often experienced by their counterparts in private sectors (Salau et al., 2015).

However, when individuals are employed into an organisation, they agree to carry out certain duties which they get paid for, so employee welfare signifies a major cost that justifies measurement of employee productivity (Ugoani, 2020). Performance appraisal, also known as Annual Performance Review (APER) in Nigerian public sector (Ugoani, 2020), is still the best mechanism to document the performance of these individuals as well as what is expected of them to do in future. It becomes pertinent that employees are given feedback about their current performance because constructive feedback affect employee performance (Kuvaas, 2006). Based on argument, this study posits that performance appraisal feedback will have significant influence the performance of staff of Lagos Skills Acquisition Centres.

The literature posits that performance appraisal systems in most public sectors do not target specific objectives like employees training and developmental needs (Mollel et al., 2017). This deficiency has implications for improving productivity and performance. However, compare to private sector counterparts, public sector employees have more confidence about their job in terms of job security and guaranteed pay which are motivating. So this study also posits that work motivation will moderate the relationship between performance appraisal feedback and employees' work performance.

## **2. Theoretical Framework and Restatement of Hypotheses**

### **2.1. Goal-Setting Theory and Hypothesis One Development**

Locke (1960)'s goal-setting theory postulates that goal setting affects task performance. When a goal is set, it tells an employee what they need to do as well as the amount of effort they need to achieve the goal, i.e. intention of an employee towards accomplishing a task can be a huge source of work motivation (Robbins & Judge, 2013). Goals that are specific and challenging together with appropriate feedback promote higher and better task performance among employees (Attipoe et al., 2021). Goal-setting theory is relevant to research under the following mechanisms: furthermore, goals drive employees' attention to priorities; goals stimulate employees' effort especially when rewards are attached; and finally, employees are able to creatively and innovatively apply their knowledge and skills for excellent performance (Asamu, 2013). This theory is relevant to this study because performance appraisal involves goal setting, monitoring and feedback (Kivipõld et al., 2020). So, appraising the goals of a public sector employee and communicating the feedback of employees' performance appraisal is expected to help employees identify areas they need to pay more attention for them to achieve the goals set for them. Based on theory and argument, the first hypothesis is restated below.

**H1:** There is a significant relationship between performance appraisal feedback and work performance of employees of Lagos Skills Acquisition Centres.

### **2.2. Expectancy Theory and Hypotheses Two and Three Development**

Vroom (1964) developed expectancy theory to demonstrate how employees make changes in their behaviour in order to achieve the goals set for them. He identified expectancy, instrumentality and valence as the three key variables. Vroom describes expectancy as employees' belief that a specific act will result in a specific outcome; instrumentality as employees' belief that they can only get their desired rewards when they accomplish the goals set for them; and valence as the employees' perception of the value in the reward. The theory assumed that when an employee is highly motivated through positive rewards, they perform better but when an employee is less motivated through negative reward, they perform poorly (Kihama & Wainaina, 2019).

Performance appraisal in public sector can lead to intrinsic motivation which is the pleasure and satisfaction an employee derives for performing an activity for itself. When employees receive correct, accurate and adequate feedback about their work behaviour, it may instil a feeling of competence, achievement and control in them because such intrinsic motivation is intended for employees' developmental needs (Ohemeng et al., 2015). Furthermore, Majidi et al. (2020) also believes that immediate and useful feedback on employees' performance can be a strong motivator for them to be more committed to their work. Finally, when employees are favourably disposed to performance appraisal, it motivates them to embrace developmental activities that lead to improved performance for such individuals (Ali et al., 2019). Based on theory and argument, the second and third hypotheses are restated below.

**H2:** There is a significant relationship between performance appraisal feedback and work motivation of employees of Lagos Skills Acquisition Centres.

**H3:** Work motivation will moderate the relationship between performance appraisal feedback and work performance of employees of Lagos Skills Acquisition Centres.

### **2.3. Literature Review of Relevant Concepts**

Employee performance is strategic to achieving organisational goals, hence organisations strive to increase their productivity by targeting improvement in their employee performance through performance appraisal (Aydın & Tiryaki, 2018). Performance appraisal serves three main purposes which are administrative, informative and motivational (Kane & Lawler, 2009 cited in Mwema & Gachunga, 2014). The informational (the feedback aspect of the outcome performance appraisal to employees) and motivational functions are assumed in this study to be predictors of employee work performance (the outcome variable of this study).

Performance refers to the extent to which an employee accomplishes the tasks that make up their jobs (Ugoani, 2020). Employee performance is then defined as the outcome of work-related activity which shows how well an individual accomplished those activities (Anderson, 1991 cited in Ali et al., 2019). Furthermore, Ismail et al. (2021) views employee performance as how employee behaves and efficiently takes actions that consistently contribute to the goals' of the firm. Organisations want their employees to be at their optimal level of performance as such employees are instrumental to organisational goals' accomplishment (Ismail et al., 2021). Employee performance (or productivity) has become a matter of serious concern for both management and their employees (Ugoani, 2020). Organisations therefore invest in their employees, evaluate them to identify areas they need to develop for better performance, and use performance appraisal to provide feedback on employees' performance as well as their future developmental needs (Ali et al., 2019). In addition, managers use performance appraisal to obtain work related information to control employee work activities to achieve the desired work results (Kivipõld et al., 2020).

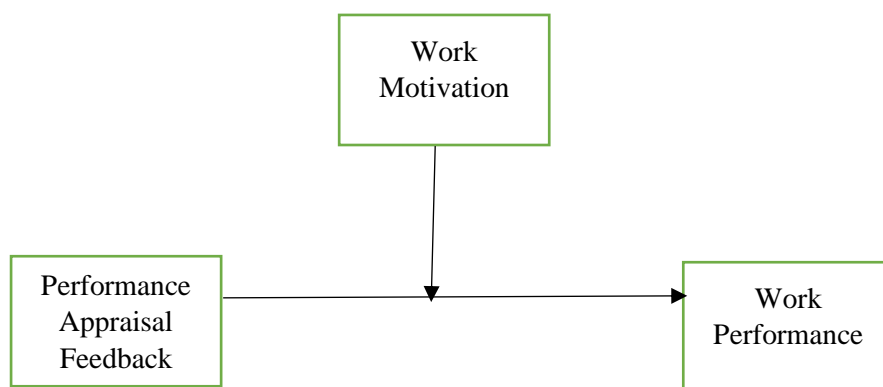
Performance appraisal is defined as a process of measuring and developing the individual and/or team performance (Kivipõld et al., 2020, p.2). From the perspective of Majidi et al. (2020), performance appraisal is a formal system of reviewing and analysing the performance of individual or team for the purpose of improving organisational performance. It can be a strong tool for supporting and improving public sector employees’ quality service delivery (Mollel et al., 2017). Government at various levels want their agencies and departments to achieve more with little, so, the productivity of public sector employees that will be required to do so must be tracked through an effective appraisal system (Mani, 2002).

Through performance appraisal, organisational strategic visions and goals are communicated to employees, and this is a source of intrinsic motivation which provides the rationale for desired work behaviour (Kuvaas, 2006). The motivational role of an objective performance appraisal to employee productivity cannot be over emphasised because employee productivity drives employee self-actualisation which is the state where employees feel they can reach their optimum potential in life (Ugoani, 2020). A motivated employee is creative and innovative with brilliant ideas which have positive impact on organisation (Salau et al., 2015). Employee motivation has therefore become a key driver of quality and quantity of service delivery in public sector in many advanced countries while poor employee productivity is still a hindrance to public sector service delivery in many developing countries (Mollel et al., 2017).

**2.4. Conceptual Model**

The researcher presented here a model that illustrates the relationship among the relevant variables of interest in this study. Work performance constitutes the independent variable of interest, work motivation constitutes the moderating variable, while Performance appraisal feedback constitutes the dependent variable.

**Figure 1: Conceptual model for the study**



Source: Researchers 2022

**2.5. Empirical Review of Literature**

Kuvaas (2006) examined the relationships between performance appraisal satisfaction and employee outcomes as well as exploring the moderating and mediating role of work motivation in these relationships. Questionnaire survey instrument was used to gather cross-sectional

quantitative data from 593 respondents in Norwegian saving banks. The data were analysed using regression and hierarchical regression techniques. The results of analyses showed that performance appraisal satisfaction has a direct relationship with affective commitment and turnover intention. However, only the relationship between performance appraisal satisfaction and work performance was mediated and moderated by work motivation. Also, Christensen et al. (2013) explored whether public service motivation, task and non-task behaviour of managers affect performance appraisal of subordinates. The study employed experimental design which involves 101 MBA and MPA students of Korean University. The data were analysed using repeated measure ANCOVA to predict performance appraisal rating and a single covariate to analyse the moderating effect. The results revealed that public service motivation of managers significantly affect performance appraisals; and that performance service motivation moderates the impact of task and non-task behaviour on the performance appraisal of employees.

Furthermore, Fardale and Kelliher (2013) investigated performance appraisal in five large organisations in United Kingdom by exploring employee experience. Data were collected from 4,422 participants from 22 business units in the 5 large organisations and analysed using a two-level hierarchical level modelling analysis. The findings from the analyses revealed that, in organisational units where trust in senior management as well as fair treatment during performance appraisal is high, those employees also show higher levels of organisational commitment. It further confirmed that organisational climate moderates the influence of perception of justice during performance appraisal on organisational commitment. This is followed by Sanyal and Biswas (2014) who examined employees' attitude towards performance appraisal in software companies in West Bengal (India). 506 employees from 19 software companies participated in the survey. Data collected were analysed using factor and binary regression analyses. The findings showed that a causal relationship between performance appraisal and employee motivation. It also revealed that line managers are important in the appraisal process.

Subsequently, Lira (2015) assessed whether employees of Portuguese public sector are satisfied with their appraisal system or not using explorative empirical study. Data were obtained from 334 respondents through questionnaire and analysed using both descriptive and inferential statistical techniques. The analysis revealed that employees who perceived the performance appraisal process as just and accurate experienced greater satisfaction while those who did not were dissatisfied with the process. In addition, Ibeogu and Ozturen (2015) investigation of performance appraisal was aimed at understanding how perception of employees' performance appraisal affect satisfaction. Questionnaire was used to collect data from 100 workers in Northern Cyprus banks and analysed using hierarchical multiple regression. The results revealed that distributive justice procedural justice, informational justice, and interpersonal justice showed positive rating in performance appraisal but did not statistically affect performance appraisal satisfaction.

Then, Agyare et al. (2016) examined the impacts of performance appraisal on employees' job satisfaction and organizational commitment among employees of micro-finance institutions in Ghana. The study employed questionnaire and stratified random sampling to elicit responses from 200 participants. The data collected was analysed using correlation and regression techniques. The analyses revealed a positive relationship between employees' job satisfaction and fairness in appraisal system. It further showed that linking appraisal with salary, training needs, clarifying purpose of performance appraisal and involving employees in the appraisal process have positive impact on employees' commitment. This is followed by Mollé et al. (2017) investigation of the impact of performance appraisal practices on productivity of

Tanzanian employees using questionnaire to collect data from 339 participants. This data was analysed using descriptive and correlation statistical techniques. The results revealed that performance appraisal tools like feedback and recognition play a vital role in employees' performance as well as increase organisational productivity.

Furthermore, Ali et al., (2019) examined how succession planning affects employee performance using career development and performance appraisal as mediating variables. Data was collected from 585 permanent commercial bank employees in Pakistan using questionnaire. The data was analysed using structural equation modelling. The analysis revealed a significant positive relationship between succession plan and employee performance. It also confirmed the mediating role of career development and performance appraisal. Kihama and Wainaina (2019) also explored performance appraisal feedback and the productivity of employees of water and sewerage companies in Kenya. The study used a structured questionnaire to collect data from 300 study participants and the data was analysed using descriptive and inferential statistics. The results showed that performance appraisal feedback helped in developing employees for superior performance.

In addition, Madureira et al. (2021) investigated the Portuguese civil servant perception of the public administration performance appraisal integrated system. 2066 civil servants which included managers were sampled in the research. The data obtained was analysed using both descriptive and inferential analyses. The result of the descriptive analysis showed that majority of the participants consider performance appraisal system as very important in the public sector. The results of the inferential analysis revealed that the civil servants have a negative perception about the Public Administration Performance Appraisal Integrated System (SIADAP) objectivity, fairness and transparency. Finally, Majidi et al. (2020) examined health workers' perspective of annual performance appraisal in Iranian primary health care setting. Questionnaire instrument was used to collect cross-sectional data from 185 health workers. The data was analysed using descriptive statistics, correlation, t-test and ANOVA techniques. The overall result showed a positive correlation between performance appraisal and job satisfaction.

### **3. Research methods**

#### **3.1. Sampling**

The study employs survey design which according to Saunders, Lewis, and Thornhill (2012) ensures that the study variables are not manipulated or controlled in any way. Cross-sectional survey research design which involves one time observation of the independent and non-manipulated variables is adopted in this study. The population of this study consists of all public employees of 19 Skills Acquisition Centres in Lagos, Nigeria. Since all the entire public employees of the Skills Acquisition Centres in Lagos, Nigeria could not be included in this study, 231 members of staff are randomly selected through simple random sampling technique. Simple random technique is employed because it ensures that every member of the population has a fair chance of being selected.

#### **3.2. Instrument for data collection**

In order to determine whether performance appraisal feedback has any effect on public sector employees' work performance, a structured questionnaire is used for data collection. The questionnaire method of survey design is used because it will allow the researcher to obtain information without being physically present. Furthermore, it suits the statistical analytical tools employed in this study and also commonly used to protect the respondents' identity while

guaranteeing confidentiality. Finally, the data collected using the questionnaire is used to answer the research questions and test the hypotheses proposed in this study. The questionnaire is divided into four sections: A, B, C and D.

Section A consists of all demographic variables such as age, sex, length of service, etc. Section B includes the independent variable (performance appraisal feedback) which is assessed using a 5- item scales used by Majidi et al (2020) in this range: 1(Strongly Disagree) to 5 (Strongly Agree). Section C contains the moderating variable (work motivation) which is assessed using a 6-item scales adopted by Kuvaas (2006) in this range: 1(Strongly Disagree) to 5 (Strongly Agree). Section D contains the dependent variable (public sector employees’ work performance) which is assessed using a 6-item scale used by Kuvaas, (2006) in this range: 1(Strongly Disagree) to 5 (Strongly Agree).

**3.3. Procedure for data collection**

The main study is conducted after the sample instrument is revalidated through a pilot study. The study participants were asked to complete the survey questionnaire anonymously and submit the filled copies through appointed representatives of the skills acquisition centres of this study. Informed consent of the participants is obtained before the questionnaire is administered. They are also informed of the confidentiality of their responses. Only the participants that meet the criteria for participating in the study are allowed to complete the questionnaire.

**3.4. Validity and reliability test**

Validity is when a measuring instrument measure what it is supposed to measure (Bryman & Bell, 2011). The content validity was carried out by consulting three experts on the subject matter during the design stage of the questionnaire. All the three experts affirmed that the all the items of the questionnaire were relevant to the study.

Reliability is when a research instrument consistently measure what it is supposed to measure (Saunders et al., 2012). For this test, the Cronbach’s Alpha was used and the result showed that performance appraisal feedback had a value of 0.73, public sector employees’ work performance had 0.89, and work motivation had 0.81. All these values were within the 0.7 and above recommended threshold by Nunnally and Bernstein (1994).

**4. Results**

**Table 1: Respondent Table**

<b>State of Questionnaire</b>	<b>Total</b>	<b>Percentage (%)</b>
Administered	231	100.00
Completed and Returned	205	88.74
Not Returned/Invalid	26	11.26

Source: Field survey 2022

A total of 231 sets of questionnaires were administered on the study participants and only 205 copies of the questionnaire were returned to the researcher while 26 copies were not returned as shown in Table 1.



**Table 2: Demographic Information**

<b>Variables</b>	<b>Category</b>	<b>N</b>	<b>Percentage</b>
Gender	Male	98	47.8
	Female	107	52.2
Marital Status	Married	148	72.2
	Single	55	26.8
	Divorced	2	1.0
Age	21-30	25	12.2
	31-40	105	51.2
	41-50	52	25.4
	50 and above	23	11.2
Educational	Diploma/Associate Degree	38	18.5
	Bachelor Degree	132	64.4
	Master Degree	23	11.2
	Doctorate Degree	1	5.4
	Others	11	0.5
Length of service	1-5yrs	79	38.5
	6 -10yrs	67	32.7
	11 - 15yrs	45	22.0
	16 – 20	14	6.8
	21 and above	0	0.0

Source: Field survey 2022

Table 2 showed the demographic information of the study participants. As can be seen from the table 2, 98 male and 107 female participants took part in the study. From Table 2, 148 were married, 55 were single while the remaining 2 were divorced. The table 2 further revealed that 38 participants had diploma/associate degree, 132 had bachelor degree, 23 had master degree, 1 had doctorate degree while 11 had other degree. Finally, 79 of the study participants had spent more than 5 years in service, 67 had not spent more than 10 years, 45 had not spent more than 15 years while 14 had not spent more than 20 years.

**4.1. Factor Analysis**

A principal component factor analysis was conducted on the 17 items. The Kaiser-Mayer-Olkin (KMO) measure of sampling adequacy of 0.859 was acceptable (Allen & Bennett, 2010). The Bartlett’s test of sphericity was 0.000 and statistically significant ( $p < 0.001$ ) (Allen & Bennett, 2010). The Chi-Square was 1864.452 while the degree of freedom was 136. 3 factors had eigenvalues over Kaiser’s criterion of 1 which explained 32.754% of the total variance combined. The screen plot inflection further confirmed that 3 factor (component) solution was appropriate. The factor loadings after rotation showed how the items clustered on the same factor. Factor 1 represents public sector employees’ work performance, factor 2 stands for work motivation, and factor 3 performance appraisal feedback.

**4.2. The Relationship between the Study Variables /Interpretation of Hypotheses**

A bivariate correlation analyses for the variables of the study was carried out using Statistical Package for Social Sciences (SPSS) version 23, and the results shown on table 3.

**Table 3: A bivariate correlation table showing the relationship among variables of the study**

Variables	1	2	3
WP (1)	1		
PAF (2)	.570**	1	
WM (3)	.390**	.477**	1
MEAN	3.13	3.58	2.73
SD	0.969	0.843	0.898

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

\* Correlation is significant at the 0.05 level (2-tailed).

**WP:** Work Performance; **PAF:** Performance Appraisal Feedback; **WM:** Work Motivation; and **SD:** Standard Deviation.

Source: Researcher 2022

**Hypothesis 1**

The hypothesis stated that there will be a significant relationship between performance appraisal feedback and work performance of employees of Lagos Skills Acquisition Centres. The hypothesis was tested using Pearson’s Correlation Statistical Analysis as presented in Table 3. The result showed a positive significant relationship between performance appraisal feedback and work performance of employees of Lagos Skills Acquisition Centres ( $r = 0.570$ ,  $p < 0.01$ ), meaning that performance appraisal feedback will bring about improvement in work performance of employees of Lagos Skills Acquisition Centres. Therefore, the null hypothesis was accepted and the alternative hypothesis rejected.

**Hypothesis 2**

The hypothesis stated that there will be a significant relationship between performance appraisal feedback and work motivation of employees of Lagos Skills Acquisition Centres. The hypothesis was tested using Pearson’s Correlation Statistical Analysis as presented in Table 3. The result showed a positive significant relationship between performance appraisal feedback and public employee work motivation ( $r = 0.477$ ,  $p < 0.01$ ), meaning that a constructive performance appraisal feedback will have positive effect on public employee work motivation.

**Other finding from the study**

A significant positive relationship was also found to exist between work performance and work motivation of employees of Lagos Skills Acquisition Centres. The Pearson’s Correlation Statistical Analysis as presented in table 3 showed a positive significant relationship between work performance of employees of Lagos Skills Acquisition Centres and work motivation ( $r = 0.390$ ,  $p < 0.01$ ), meaning that a well-motivated public sector employee will also experience improved work performance.

**Regression Analysis**

A regression analysis was carried out to determine the impact of performance appraisal feedback on work performance of employees of Lagos Skills Acquisition Centres as shown in the regression Table 4.

The analysis began by testing for multicollinearity to ensure the absence of auto correlation among the variables of interest and the variance inflation factors (VIF) results for performance appraisal feedback (PAF) and work motivation (WM) were 1.249 and 1.249 respectively.

These values fell between 0.10 and 10 threshold recommended (Hair et al., 2006). This means there was no problem of multicollinearity.

**Table 4. Regression Analysis**

*Outcome variable: Public employees' work performance*

VARIABLES	B	BETA	T	SIG	R	R Square	Adjusted R Square	F	Sig
Constant	.597		2.385	.018	.				
PAF	.568	.494	7.781	.000	.590 <sup>a</sup>	.348	.341	52.827	.000 <sup>b</sup>
WM	.182	.169	2.664	.008					

Source: Researcher 2022

The above Table 4 tells us how much of the variation in the dependent variable is explained by the model. The value of multiple correlation coefficients (R) for the model between independent variable: performance appraisal feedback and the dependent variable: work performance of employees of Lagos Skills Acquisition Centres is 0.590 and the value of the coefficient of determination (R Square) for the model is 0.348. The adjusted R Square for performance appraisal is 0.341. The independent variable accounted for a variation of 34% of the total variance in work performance of employees of Lagos Skills Acquisition Centres, thus implies that, there are other variables which accounted for 66% that were not included and treated in this study. The result presented on the table above shows the effect of the independent variables (performance appraisal feedback) on the dependent variable (work performance of employees of Lagos Skills Acquisition Centres). The analysis of variance performed on linear regression yielded an F- ratio of 52.827 and was found significant at 0.005 level of significant.

Another regression analysis was also carried out to determine the impact of performance appraisal feedback on work motivation of employees of Lagos Skills Acquisition Centres as shown in the regression table below.

This analysis also began by testing for multicollinearity to ensure the absence of auto correlation among the variables of interest and the variance inflation factors (VIF) results for performance appraisal feedback (PAF) and work performance (WP) were 1.481 and 1.481 respectively. These values fell between 0.10 and 10 threshold recommended (Hair et al., 2006). This means there was no problem of multicollinearity.

**Table 5. Regression Analysis**

VARIABLES	B	BETA	T	SIG	R	R Square	Adjusted R Square	F	Sig
Constant	.872		3.504	.001	.				
PAF	.354	.332	4.416	.000	.476 <sup>a</sup>	.227	.219	29.624	.000 <sup>b</sup>
WP	.186	.201	2.664	.008					

*Outcome variable: Public employees' work motivation*

Source: Researcher 2022

The above Table 5 tells us how much of the variation in the dependent variable is explained by the model. The value of multiple correlation coefficients (R) for the model between independent variable: performance appraisal feedback and the dependent variable: work motivation of employees of Lagos Skills Acquisition Centres is 0.476 and the value of the coefficient of determination (R Square) for the model is 0.227. The adjusted R Square for performance appraisal is 0.219. The independent variable accounted for a variation of 22% of the total variance in work motivation of employees of Lagos Skills Acquisition Centres, thus implies that, there are other variables which accounted for 78% that were not included and treated in this study. The result presented on the table above shows the effect of the independent variables (performance appraisal feedback) on the dependent variable (work motivation of employees of Lagos Skills Acquisition Centres). The analysis of variance performed on linear regression yielded an F- ratio of 29.624 and was found significant at 0.005 level of significant.

The above three findings provide justification to test the moderating role public sector employees’ work motivation in the relationship between performance appraisal feedback and public sector employees’ work performance. The result of the analysis is shown in Table 6 below.

Finally, the interaction term between work performance of employees of Lagos Skills Acquisition Centres and performance appraisal feedback was added to the regression model. The analyses in Table 6 showed that work motivation did not moderate the effect of performance appraisal feedback on work performance of employees of Lagos Skills Acquisition Centres.

**Hypothesis 3**

**Table 6: Regression Results for the Moderating Role of Work motivation in the Relationship between Performance Appraisal Feedback and Work Performance**

	<i>B</i>	<i>SE B</i>	<i>T</i>	<i>P</i>
Constant	1.109	.615	1.805	P < .05
Performance Appraisal Feedback(PAF)	.4295	.169	2.5494	P > .05
Work Motivation(WM)	-.0443	.258	-.1720	P = .86
PAF x WM	.0596	.065	.9130	P > .05
R <sup>2</sup> = .3504				

Source: Researcher 2022

**5. Discussion**

This study investigated the effect between performance appraisal feedback on public sector employees’ work performance and using work motivation as a moderating variable. The hypotheses proposed were supported by the data collected. The results obtained are further discussed below:

The result obtained confirmed the first hypothesis which states that there will be a significant relationship between performance appraisal feedback and work performance of employees of

Lagos Skills Acquisition Centres. This finding is in support of Kihama and Wainaina (2019) who also found a positive relationship between performance appraisal feedback and employees' performance. Furthermore, the finding of Majidi et al. (2020) showed that feedback was the most important factor employees consider in performance appraisal system and plays an important role in performance improvement. The implication of this finding is that an effective appraisal system provides a constructive feedback about individual employee's performance (Mwema & Gachunga, 2014). Furthermore, feedback is generally believed to positively affect employee's work performance (Kuvaas, 2006).

Result from the second hypothesis also revealed a significant correlation between performance appraisal feedback and public sector employees' work motivation. The findings are in line with Christensen et al. (2013) who found that public service motivation significantly affect performance appraisals; and Sanyal and Biswas (2014) who showed a causal relationship between performance appraisal and employee motivation in the private sector. This study therefore concludes that performance appraisal feedback will significantly motivate public sector employees in Nigeria for higher task performance.

The third hypothesis incorporated work motivation as a moderating variable in the relationship between performance appraisal feedback and work performance of public sector employees. The result showed that work motivation did not moderate the relationship between performance appraisal feedback and work performance of public sector employees. This finding contradict Kuvaas (2006) who found that work motivation moderates the relationship between performance appraisal and work performance of employees in private sector. Furthermore, Christensen et al. (2013) also found that performance service motivation moderates the impact of task and non-task behaviour on the performance appraisal of employees in Korea. While the literature confirmed the moderating role of performance appraisal and work performance in the private sector, this study concludes that work motivation does increase or decrease the impact of performance appraisal feedback on work performance of public sector employees in Nigeria.

## **6. Conclusion**

This study's conclusion is based on the general objective of the study which is to examine the effect of performance appraisal feedback on public sector employees' work performance. The study identified performance appraisal feedback as an avenue to communicate the relative strengths and weaknesses of an employee during the course of carrying out the task they are employed to do. The study showed that performance appraisal is a veritable tool to identify employee developmental needs, and enhance such knowledge and skills for excellent work performance.

Specifically, performance feedback and work motivation were found to be significant predictors of public sector employee work performance. However, when work motivation was introduced as a moderating variable in the relationship between performance appraisal feedback and work performance, it did not moderate the relationship. This is because performance appraisal outcome does not translate to immediate reward like increase in salary or promotion for public sector employees unlike their counterparts in private sector that expect such immediate rewards when the outcome of their performance appraisal is favourable.

### **6.1. Contributions to knowledge**

The study contributes to knowledge by specifically investigating effect of performance appraisal feedback on employee's work performance among Lagos skills acquisition centres staff and the moderating role work motivation. This is the first empirical study to combine the three variables of performance appraisal feedback, employee's work performance and work motivation as a moderator among public sector employees.

### **6.2. Recommendation**

In the light of these findings, this study suggests the need to always attach immediate reward to performance appraisal outcome of public sector employees like is done to private sector employees. This is expected to enhance public sector employees' work motivation which would then moderate the relationship between performance appraisal feedback and work performance.

### **6.3. Future Research Directions**

This study conducted a one-time cross sectional survey. Future research should consider a longitudinal survey so that data collected at different point in time can be analysed to get a better picture of the relationship among the variables of interest.

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