



NEGOTIATED PERFORMANCE APPRAISAL AS A MODEL FOR ENHANCING SERVICE DELIVERY AMONG MINISTRIES IN ANAMBRA STATE

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Abstract: *The Annual Performance Evaluation System (APER) currently used by ministries in Anambra State creates room for subjective evaluation and favouritism in the sense that there is no proper data base for the recording of staff activities and tasks. This makes it difficult for supervisors to evaluate objectively and accurately measure performance. In view of this problem, this study determined the degree of relationship that exists between negotiated performance appraisal and service delivery among ministries in Anambra State. The study specifically identified the extent of relationship that exists between performance feedback and service (infrastructure) sustainability among ministries in Anambra State. The study was anchored on goal setting theory by John Edwin Locke in 1968. The study adopted descriptive survey research design as a sample of 294 was selected from a total population of 1116 using simple random sampling technique. A well-structured questionnaire was used to collect data from the respondents. Descriptive statistics was used to present the data while Pearson product Moment Correlation Coefficient was used to test the hypothesis. Finding revealed that there is a positive relationship between negotiated performance appraisal and service delivery among ministries in Anambra State. The study concluded that negotiated performance is an effective communication tool that can help promote employee commitment towards task accomplishment and service sustainability of the ministries in Anambra State. It was recommended that the Ministries should establish effective network system that will enhance negotiated performance appraisal for improved service delivery.*

Keywords: Performance Feedback, Negotiated Performance Appraisal, Service Sustainability and Ministry.

1. Introduction

The Civil Service has contributed much to the growth and development of Nigerian economy. Despite these great contributions to the Nigerian economy, the capacity of the human capital within the ministries is limited as it seems to depend on the degree at which performance appraised is negotiated. Annual performance reviews have been criticized for not providing adequate feedback but negotiated performance appraisal seems to fill this gap. The negotiated performance appraisal (NPA) is a new

approach that can be used for improving communication between supervisors and subordinates, enhancing employee productivity, and can also be used as an alternate mediation model for supervisor-subordinate conflict (en.wikipedia.org, 2020).

Nigeria as a country has demanded that ministries be more efficient and effective in the use of public resources and in their operations. This is a new reality that requires a responsive and professional public service with a consistent system for evaluating the results achieved by

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staff and organizations. Preliminary survey showed that the ministries in Anambra State adopt APER system but the system is not objective enough for recording of employee activities and tasks.

Performance feedback may serve as a vital appraisal tool to employees as they are likely to have the idea of what is expected. It was observed that some staff was not happy in respect to the reward system of the ministries. This may be due to the fact that they lack the knowledge of what is expected and what basis is the reward system. Employees seem to be lost in terms of performance rating, gap in previous performance and aspect that needed more development. Ministries in Anambra State seem to encounter the problem of service sustainability as there is no established feedback system that link ministries to the employees and citizens. The performance feedback system would have assisted the ministries to know what the citizens need through the employees as well as how to adapt the organizations to meet the requirement of the people.

Battling with rising citizen's discontent over public sector service delivery, new technological challenges, cultural changes and globalization, government ministries in Nigeria are seeking means of improving their performances. The problem is not new among ministries in Anambra State; their concern is improving the service delivery of the state government. Performance management system is an indicator to assess the sustainable delivery of efficiency and effectiveness of the government. Public service delivery allows the state ministries to cater for citizens in general and needy citizens in particular so that effectiveness of public services can be qualitatively assessed. On 22nd August, 2012, President Goodluck Jonathan introduced a performance contract to Nigeria Public Service as a mechanism for service delivery. A performance contract system is aimed at upgrading contract services to the citizenry through enhanced productivity, accountability and effective service delivery (Eneanya, 2013).

It seems to be clear that ministries in Anambra State have not adequately adopted this model. That much remains to be done to make a performance management system a model for public service delivery in the state. The employees are also ignorant of identifying areas that need development, performance and feedback system. The question at this point is not whether to measure performance in service delivery but rather how to design and implement measurement systems most effectively. This study addressed the question by ascertaining the degree to which negotiated performance appraisal relates to service delivery among ministries in Anambra State. It is also specifically determined extent to which performance feedback relates to service (infrastructure) sustainability among ministries in Anambra State.

2. REVIEW OF RELATED LITERATURE

2.1 Conceptual Review

2.1.1 Concept of Negotiated Performance Appraisal

The Negotiated performance Appraisal (NPA) is a new area of performance appraisal approach for enhancing communication between supervisors and subordinates, improving productivity of employees and may also be used as a mediation model for resolving conflict between supervisor and subordinate (en.wikipedia.org, 2020). The edge NPA has over other performance appraisal methods is its ability to enhance two-way communication between the supervisors and the appraisees and helps the appraisees strive more towards improving performance. In the traditional performance appraisal, the appraiser acts more as a judge in the appraisal exercise rather than as a coach making them focus more on blame instead of making the appraisee assume responsibility for improvement (Billikopf, 2006).

The NPA provides an environment of dialogue in the workplace and reduces interpersonal conflict especially when a facilitator is involved in the appraisal exercise. Interpersonal conflict is defined as difference in opinion between individuals which can lead to serious contention.



If dialogue lacks in an appraisal exercise, employees often misinterpret how they are viewed by others. This misunderstanding may affect the appraiser-appraise relations. The employees often assume that their ideas, feelings and inputs were ignored and this may trigger an environment of mistrust and a sense of powerlessness and resentment (Cooper and Sawaf, 1998).

In the NPA exercise, the supervisor will produce three lists and the subordinate, four. The first three lists, created by both the appraiser and appraisee separately are strictly on performance of the appraisee (Billikopf, 2006).

List1: will focus on areas in which the appraisee performed well

List II: Identifies the performance areas the subordinates recently fared well.

List III: Focuses on performance areas in which the subordinates still need to work on.

The supervisors and subordinates will produce their lists based on these criteria stated above. List IV will be completed by the subordinate based on the question raised by the supervisor or the appraiser.

The process permits the supervisor and the subordinate to have dialogue and allows open discussion on critical issues that affect them. Their discussion focuses more on performance issues. A facilitator as an alternate mediation instrument listens empathically, as one or the other party vents anger or frustration.

The facilitator will like to pay careful attention to list I on the part of the supervisor and likewise make sure the subordinate has something positive to say about the supervisor. When the both parties are not willing to say something positive about themselves, there may be no need for joint session rather additional pre-caucuses may be needed. The facilitator may focus on empathic listening if he perceives or hears negative comments from both sides. If the situation calms, he may concentrate on the NPA exercise. During joint sessions, the facilitator's job is to help the parties move challenges and weaknesses behind and embrace workable plans for changes.

Another role of the facilitator is to put down the items from each of the parties' lists as they are read if it happens to be omission of items during the pre-caucuses, the facilitator brings them up during the reading of the appropriate list. The facilitator helps to minimize interruptions during the joint session, and ensures goals and objectives are clean and specific and finds out when there is stress among the parties (Chan and Starosita, 1997).

2.1.2 Performance Feedback

Performance feedback helps the employees understand what is expected of them, align with the expectations and get the guidance for improvement of the performance areas (Kimberlee, 2018). This is also communication-based and requires information exchange between the appraiser and appraisee. Regular follow up dialogue is critical in determining the success of the process. Performance feedback also defines both managing and examining the task that needs to be done and coaching of the employees for professional growth and development. The exercise is an integrated approach (www.einstein.yu.edu) and it includes:

1. **Planning:** The parties involved will meet to set expected outcomes for a certain period of time in line with the organizational objectives.
2. **Check-in:** The employees and supervisors take the responsibility of checking in regularly to discuss whether the goals have been achieved and supervisors will provide feedback on areas of success and on those that require further improvement.
3. **Review:** This step involves discussion on level of contribution of the employees in the entire appraisal exercise; identify areas the supervisor's guidance and support may be needed; and provides the platform to identify development needs. These three phases are collaborative in approach. Boon, Eckand, Lepak and Boseli (2017) affirm that effective performance



feedback is very strategic in enhancing and retaining employee's talent. The feedback needs to be unambiguous, specific and detailed so that the appraisee gains information about their strengths and weaknesses. London (1997) asserts that success of an organization depends on how its employees are developed through performance feedback.

2.1.3 Service Sustainability

Services in the public sector are actions which are rendered by the government to her citizens which can be tangible or intangible (Kotler, Armstrong, Philip, Gang, 2010). These services are said to be sustainable when the components of these operations decrease negative environmental impact while improving social, economic and environmental benefits to the citizens. A service is environmentally favourable when the negative impact prevented is greater than the negative impact generated. (Zaring, Bartolomew, Eder, Hopkinson, Groenewegen, James, de jong, Nijhuis, Scholl, Slob, Oming, 2011). Kotler et al. (2010) identify three main types of sustainable services as:

1. **Product Oriented Services:** This is a business model that focuses mainly on product sales. They are also referred to as product-life extending services as they enhance the utility of ownership by warranties or maintenance services.
2. **Use Oriented Services:** The focus is not in selling products, the physical goods stays in the provider's ownership and is only made available to the consumers in different forms. Usage can be shared by different consumers.
3. **Result Oriented Services:** Here, the product sales becomes less important, the provider and consumer focus and agree on the results and satisfaction of the consumer.

Sustainable services have a certain set of characteristics which differentiate them from regular services as outlined by Bolz and Frank-Martin (2009):

- **Customer Satisfaction:** Sustainable services must satisfy consumer's needs or otherwise will become economically unviable.
- **Dual Focus:** It is required to address and fulfill both ecological and social issues.
- **Life-cycle Orientation:** Service should provide solutions to customers.
- **Significant Improvement:** Sustainable services need to make a significant long-term contribution on a broad social and ecological scope.
- **Continuous Improvement:** Sustainable services can never be assessed in absolute ways due to their changing environment. Only if these services continuously improve as over time technologies improve, knowledge expands and normative influence changes, they can be considered sustainable services.
- **Competing Offer:** Sustainable service must see and define itself always using similar offers as a benchmark and try to keep up to those offers in order to keep customers attention and satisfaction secured.

2.2 Performance Appraisal System in Anambra State Civil Service

Anambra State Civil Service currently uses the Annual Performance Evaluation System (APER). This performance appraisal approach evaluates employee's contribution to the organization on yearly basis. The APER is divided into five sections:

1. Part 1 contains an employee's personal record and leaves records;
2. Part 2 contains tasks and targets set, job description, key achievements, training/course and job performance. In this part, the employee fills his tasks and targets based on his job description for the year to measure where he has performed to expectation.



3. Part 3 evaluates character traits, assessment of performance by superior, work ethics, leadership qualities, training needs and teamwork.
4. Part 4 specifies next year's tasks and targets comments by the employee on the assessment, declaration/signature by the employee and the reporting officer;
5. Part 5 is the countersigning officer's report, who is normally the immediate superior of the reporting officer.

The system is not effective and efficient enough because evaluation of the civil servants is not conducted on regular basis for maximum output (www.ukessays.com). Consequently, the system creates room for subjective evaluation and favouritism in the sense that there is no proper data base for the recording of staff activities and tasks. This makes it difficult for supervisors to evaluate objectively and accurately measure performance. Unlike in the United States, the Civil Service Reform Act (SRA) of 1978, the last legal document on Civil Service Reform opted for an objective-based performance evaluation system in place of the subjective performance appraisal systems (Perry, 2008). The Anambra State Civil Service which the ministries are part of mostly inflates their appraisal ratings to favour certain employees and others do not get true feedback about how well they have performed. (www.ukessays.com). This is due to the fact that, performance appraisal is seen as the supervisor's exclusive role and opportunity to reward loyalty and punish those considered rebellious. In essence, the appraisal process overlooks its target objective of development and growth while relishing solely on its evaluation aspect. The evaluators lack the knowledge and coaching on how to conduct an effective appraisal, rather they follow the civil service ongoing culture.

2.3 Theoretical Review

The following theoretical reviews were made to give the study direction:

2.3.1 Expectancy Theory

Vroom's expectancy theory emphasizes on the mental processes regarding choice, or choosing (Vroom, 1964). It looks at self-interest in the alignment of performance with people's wants and the connections among expected behaviors, rewards and organizational goals. The theory separates effort from performance and outcomes. It works on perceptions, and assumes that behavior is the result of conscious choices among alternatives aimed at maximizing pleasuring and avoiding pain. He introduces the concepts of Expectancy (increased effort will lead to increased results), Instrumentality (if you perform well you will receive a valued outcome) and Valence (value placed on the expected outcome). Expectancy theory hypothesizes that individuals change their behavior according to their anticipated satisfaction in achieving certain goals. This theory has an important implication in determining employees' perception of the importance of performance appraisal as it is founded on the premise that human beings think in a rational, calculative and individualistic way. The theory emphasizes that performance appraisal is based on an extremely rationalistic directive view of the organization, which assumes not only that strategy can be clearly articulated but also that the outcome of human resource process can be framed in a way that makes clear their links to the organization strategic objectives.

2.3.2 Goal Setting Theory

Goal theory by Locke (1960) is a theory that proposes that all human actions and behavior are motivated by a goal. It is a theory that proposes that human beings are more motivated to act when there is a reward at the end of the performance of a task or a behavior. However the performance goal should be clearly stated. The theory proposes that an efficient goal must have three components: proximity, difficulty, specificity and feedback. An ideal goal is a goal where the time between the reaching out and the end state is close. It is moderate in difficulty, neither too easy, to present some challenges,



nor too difficult, so that success seems possible. The goal should be specific and the individual must understand what is expected of him, to start out for the goal. The theory further argues that the goal should assume causal links between different parts of performance appraisal process that can be readily identified and enable under performance in one or more aspects of the performance appraisal process to be managed to ensure optimum functioning of performance appraisal.

2.3.3 Organizational Justice Theory

Organizational justice theory by Greenberg (1986) is a personal evaluation about the ethical and moral standing of managerial conduct. It follows from this approach that producing justice requires management to take the perspective of an employee. That is, they need to understand what sorts of events endanger this subjective feeling of organizational justice. According to the “control model,” employees prefer justice because it allows them to predict and control the outcomes they are likely to receive from organizations. Most of us understand that every personnel decision cannot go our way, but justice provides us with more certainty regarding our future benefits. Greenberg (1986) was one of the first to apply organizational justice theory to performance evaluation. He posed the basic research question as to what makes a performance appraisal appear to be fair and important. Further he considered whether it is what receives or how the decision is made, or both, that makes performance appraisals seem fair. Beginning with the two distinct concepts of procedural and distributive justice he proposed seven categories that contributed to perceptions of fairness and importance. Five procedural categories included supervisors soliciting input prior to evaluation and use of the input during evaluation, two way communication between supervisor and subordinate during the appraisal interview, the ability of an employee to dispute or challenge a rating, rater characteristics such as consistency in applying standards, and rater familiarity with the work being rated. The occurrence of

performance based ratings and pay or promotion outcomes based on the ratings were included in the distributive category.

As discussed above, much of past justice research has focused on the structural components of the performance appraisal system. Comparison of research on structural-procedural and structural-distributive justice can be directly related to many of the components considered by performance appraisal to comprise successful performance appraisal systems. Many of the structural justice factors also coincide with recommendations from researchers on fundamental aspects to be considered in evaluating performance appraisal systems.

2.4 Theoretical Framework

This study was anchored on goal setting theory by John Edwin Locke 1968. According to Locke (1968) the urge to satisfy emotions and desires make people strive to achieve goals. Performance is directed by goals which lead to consequences or feedback. When people are committed to specific goals, they perform better than those without set goals, for instance, in jobs with specific deadlines for completion. Regardless of the nature of specific achievements, successful people tend to have one thing in common. Their lives are goal oriented. Edwin Locke and his colleagues defined a goal as “what and individual is trying to accomplish, it is the object of aim of an action.

Goal setting focuses on the process of setting goals themselves, the natural human inclination to set and strive for goals is useful only, if the individual both understands and accepts a particular goal. Furthermore, work will not be motivated if they do not possess and know they do not possess the skills needed to achieve a goal. According to goal setting theory then, individuals are motivated when they behave in ways that move them to certain clear goals that they accept and can reasonably expect to attain. The goal setting process is described in terms of four phases of a person’s reasoning: Establishment of a standard to be attained. Secondly; Evaluation of whether the standards



can be achieved. Thirdly, Evaluation of whether the standard matches personal goals. Fourthly, the standard is accepted, the goal is thereby set and behaviour proceeds towards the goal. According to Locke's model, goal setting has four motivational mechanisms.

-Goal Direct Attention: Goals that are personally meaningful tend to focus one's attention on what is relevant and important.

-Goals Regulate Effort: Not only do goals make us selectively perspective represents the effort expended on a task over an extended period.

-Goals Foster strategies and Action plans: Goals help encourage people to develop strategies and action plans that enable them achieve their goals. Goal setting is made operation by installing a management by objectives (MBO) program. Management by objectives emphasizes particularly set goals that are tangible, verifiable and measurable, MBO's appeal undoubtedly lies in its emphasis or converting overall organizational objectives cascade down through the organization. MBO works from the "bottom up" as well as at one level to those at the next level. For the individual employee, MBO provides specific performance objectives.

There are four ingredients common to MBO programs. These are goal specificity, participation in decision making, and explicit time period and performance feedback. Many of the elements in MBO programs match goal-setting theory's propositions. Setting performance goals increases individual, group and organizational performance. Goal setting works in different cultures.

The goal setting theory bears credence in this study as it seeks to establish the aim of the concept of negotiated performance which building urges to satisfy emotions and desires make people strive to achieve goals. According to the theory, there is platform for negotiating performance with employees, this was stated by the theorist by asserting that people are committed to specific goals and perform better when they are fully involved in goal setting through negotiated performance appraisal. The

theory pointed to the fact that management could actually get the best of employees if they engage employees in performance feedback as Goal Setting Theory exposes management to the importance of identifying specific performance goals; thus enlighten them on the importance of setting challenging but realistic goals that is timely and accurately for improved service delivery.

2.5 Empirical Review

Empirical studies were examined to identify different works done by authors in this area. These studies have been reviewed below:

The study carried out by Otu and Anam in 2018 examined performance appraisal and public sector performance in Nigeria: Implications for service delivery and rural development. The study adopted an expo facto research design and literature was evaluated with content analysis. The findings revealed that performance appraisal system of the Nigeria public service needs to be improved upon to enhance service delivery.

Wang, Hult, Ketchen and Ahmed (2009) carried out a study on negotiated performance appraisal and firm performance. Data were collected from 213 kingdom firms via a mail survey using 7-point Likert scale and combined with objective performance data taken one year later. The data collected were analyzed using confirmatory factor analysis. The results revealed that negotiated performance appraisal mediated the relationship between knowledge management orientation and performance. For firms, it indicates knowledge management orientation can enhance performance, but it must be accompanied by effective feedback system in order to realize such benefits.

Amah, Nwuche and Chukuigwe (2013) studied performance feedback and effective leadership of terms. The paper reviewed literature on performance feedback and effective leadership of teams. The paper concluded that the success of organizations to a very large extent depends on the type of targets organizations set and how well they are able to lead teams to achieve the set targets.



The paper recommended that the manager should share the mission of the organization with employee as it could increase their involvement. Finally, the paper recommended that the values of the organization be shared as well to serve as an informal control measure that can be very effective.

Wang, Hult, Ketchen and Ahmed (2009) carried out a study on knowledge management orientation, market orientation and firm performance. Data were collected from 213 kingdom firms via a mail survey using 7-point Likert scale and combined with objective performance data taken one year later. The data collected were analyzed using confirmatory factor analysis. The results revealed that market orientation mediated the relationship between knowledge management orientation and performance. For firms, it indicates knowledge management orientation can enhance performance, but it must be accompanied by a market orientation in order to realize such benefits.

Boateng (2011) researched on effects of result orientation on the achievement of organizational objectives in Mayhyia District Hospital Kumasi, specific objectives of the study covers measurement of employees understanding of the objectives of the targeted result appraisal system, its process and procedure. Also the study measured employee's perception of the appraisal system, how it has been able to identify employee's strengths and weakness and finally finds out whether all set objectives are achieved. The study population was the entire staff of Manhyia District Hospital totaling 221. The researcher used sample size of 52% and obtained data using a eleven sectioned self-complete questionnaire and interviews data presentation and analysis were supported with bar and line graphs, pie chart and tables to make the whole work easy to read and understand by all and sundry. This study revealed that the orientations of results were not given the seriousness it deserves. Again, majority of the staff have knowledge of the performance appraisal system in the hospital and agreed that the

system established key objectives, so the researcher recommended improvement in communication and introduction of training programmes highlighting the relevance of performance appraisal and orientation of result expectation and its structures.

3. METHODS

The research design adopted in this study was Descriptive design as this study elicited data directly from the respondents. The type of survey research design adopted for this study was correlational survey which involves seeking the relationship between the variables in the study. The study focused on the description of the variables characteristics as well as the extent of relationship that exists among the variables as mentioned in the study.

The population of the study comprises the ministries in Anambra State. They include; Ministry of Agriculture, Ministry of Basic Education, Ministry of Economic Planning, Budget & Development Partners, Ministry of Environment, Ministry of Finance, Ministry of Health, Ministry of Housing, Ministry of Information & Public Enlightenment, Ministry of Justice, Ministry of Lands, Ministry of Local Artwork, Culture & Tourism, Ministry of Local Government, Chieftaincy & Community Affairs, Ministry of Public Utilities, Ministry of Tertiary & Science Education, Ministry of Trade & Commerce, Ministry of Transport, Ministry of Women & Children Affairs, Ministry of Works, Ministry of Youth Empowerment & Creative Economy (<http://www.anambrastate.gov.ng/ministries> ,2020). For the purpose of this study, twelve ministries from the state were selected. These ministries include; Ministry of Youth Empowerment & Creative Economy, Ministry of Trade & Commerce, Ministry of Environment, Ministry of Finance, Ministry of Justice, Ministry of Lands, Ministry of Local Artwork, Culture and Tourism, Ministry of Local Government, Chieftaincy and Community Affairs, Ministry of Public Utilities, Ministry of Women & Children Affairs, Ministry of Transport and



, Ministry of Economic Planning, Budget & Development Partners. Secondly, it is believed that these ministries are well recognized and have been operating for years. The

target populations were the Senior and Junior Staff. The selected Ministries and their respective departments and staff strength are presented in the table below;

Table 1 The selected Ministries and their Staff Strength

S/N	Ministries	Staff Strength
1.	Ministry of Youth Empowerment & Creative Economy	89
2.	Ministry of Trade & Commerce	195
3.	Ministry of Environment	53
4.	Ministry of Finance	41
5.	Ministry of Justice	115
6.	Ministry of Lands	144
7.	Ministry of Local Artwork, Culture and Tourism	102
8.	Ministry of Local Government, Chieftaincy and Community Affairs	39
9.	Ministry of Public Utilities	75
10.	Ministry of Women & Children Affairs	58
11.	Ministry of Transport	32
12.	Ministry of Economic Planning, Budget & Development Partners	173
	TOTAL	1116

Source: Personnel Department Records of Respective Ministries, 2020

The study made use of Taro Yamane formula to determine the sample size. The formula is as stated below;

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

N = Population size

n = Sample size

e = 0.05

$$n = \frac{1116}{1 + 1116(0.05)^2}$$

$$n = \frac{1116}{3.79}$$

$$n = 294$$

The study made use of Bowley's proportion allocation to determine the number of questionnaire that will be shared to each of the Brewery Plant.



Thus, the formula;

$$nh = \frac{n * Nh}{N}$$

n=sample size

nh= no of questionnaire to be administered

N= total population of study

Nh= total population in each organization of study.

$$\text{Ministry of Youth Empowerment \& Creative Economy} = \frac{294 \times 89}{1116} = 23.5$$

$$\text{Ministry of Trade and Commerce} = \frac{294 \times 195}{1116} = 51.4$$

$$\text{Ministry of Environment} = \frac{294 \times 53}{1116} = 14.0$$

$$\text{Ministry of Finance} = \frac{294 \times 41}{1116} = 10.8$$

$$\text{Ministry of Justice} = \frac{294 \times 115}{1116} = 30.3$$

$$\text{Ministry of Lands} = \frac{294 \times 144}{1116} = 37.9$$

$$\text{Ministry of Local Artwork, Culture and Tourism} = \frac{294 \times 102}{1116} = 26.9$$

$$\text{Ministry of Local Government, Chieftaincy and Community Affairs} = \frac{294 \times 39}{1116} = 10.3$$

$$\text{Ministry of Public Utilities} = \frac{294 \times 75}{1116} = 19.8$$

$$\text{Ministry of Women \& Children Affairs} = \frac{294 \times 58}{1116} = 15.3$$

$$\text{Ministry of Transport} = \frac{294 \times 32}{1116} = 8.4$$

$$\text{Ministry of Economic Planning, Budget \& Development Partners} = \frac{294 \times 173}{1116} = 45.6$$

The twelve ministries were selected from the total number of ministries operating in the state using table of random numbers which is one of the techniques of random sampling. Data were sourced primarily with the use of questionnaire comprising structured type.

The study adopted content validity. Validity describes the extent to which measuring instrument provides adequate coverage of the topic under study (Onyeizugbe, 2013). Questions were drafted by the researcher, but corrected and validated by the some experts from the Educational Evaluation and Measurement at the faculty of Education, Nnamdi Azikiwe University. These corrections were effected and the final copy was structured.

The reliability of instrument was obtained through a test-retest method. 30 copies of the questionnaire were distributed to respondents in five ministries of the State. The questionnaire was restructured and redistributed to the same respondents. Upon testing the reliability of responses to the items in the test instrument using correlation analysis, a figure of 0.9 was obtained which shows that the instrument is very reliable Below is the table showing the figures and the reliability figure:



Table 2 Reliability Test Table

Options	No of Distributed Questionnaire	Pre-test	Re-test	difference	di^2
Agree	30	25	22	3	9
Strongly Agree	30	29	24	5	25
Undecided	30	23	28	-5	25
Disagree	30	25	22	3	9
Strongly Disagree	30	27	25	2	4
Total:					72

Source: Field Survey, 2020.

$$\text{Formula: } 1 - \frac{6 \sum di^2}{n(n^2 - 1)}$$

$$= 1 - \frac{6(72)}{72(72^2 - 1)}$$

$$= 0.9$$

Data collected were analyzed and quantified using simple mathematical tabular presentation based on frequency percentage. The data generated were analyzed using mean and hypotheses were tested using Pearson product moment correlation coefficient on Statistical packages for Social Science (version 23) at 5% level of significance. It was used to establish the degree of relationship between all the stated dependent and independent variables.

Decision Rule:

Accept the Alternate hypothesis (H_a) if P-value is less than 0.05 (P-value < 0.05); otherwise accept the Null hypothesis (H_o).

4. DATA PRESENTATION AND ANALYSIS

4.1 Data Presentation

The data used in the analysis of this study were obtained from the respondents.

Table 3 Schedule of Questionnaire administered and returned

1.	Number of questionnaire copies administered	294	100%
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2.	Number of questionnaire copies retrieved	280	95%
3.	Number of questionnaire copies not retrieved	14	5%

Source: Field Survey, 2020.

Table 4 Gender of the Respondents

Gender	Frequency	Percentage
Male	178	64
Female	102	36
Total	280	100

Source: Field Survey, 2020.

Table 4.2 above shows that 178 (64%) of the respondents are male and 102(36%) of the respondents are female.

Table 5 Age of the Respondents

Age	Frequency	Percentage
Under 25	95	34
25 – 40	125	45
Above 40	60	21
Total	280	100



Source: Field Survey, 2020.

Table 4.3 above shows that 95 (34%) of the respondents are within the age bracket of under 25, 125 (45%) fall within the age bracket of 25 – 40 and 60 (21%) are above 40 years.

Table 6 Qualification of the Respondents

Questionnaire	Frequency	Percentage
WASC/SSCE	32	11
OND/NCE	158	57
B.Sc	90	32
M.Sc/MBA	-	-
Ph.D	-	-
Total	280	100

Source: Field Survey, 2020.

Table 4.4 above shows that 32 (11%) of the respondents have WASC/SSCE qualification, 158 (57%) are OND/NCEholders, 90(32%) are BS.c holders.

Table 4.6 above shows that 59 (21%) of the respondents have been working for the organization within 1-10 years, 68 (24%) falls within 10-15 years of service, 67 (24%) falls within 15-20years of service and 86 (31%) falls within 20 years and above.

4.2 Analysis of Data Related To Research Question

Research Question 1: What extent of relationship exists between performance feedback and service (infrastructure) sustainability among ministries in Anambra State?

Table 9 shows the extent of relationship that exists between performance feedback and service (infrastructure) sustainability among ministries in Anambra State

S/N	Questionnaire Items	SA	A	U	D	SD	Mean	Remark
	Performance Feedback							
1.	My ministry always communicate to me after the performance of each task.	69	88	25	62	36	3.32	Disagree

Table 7 Official Position of the Respondents

Position	Frequency	Percentage
Senior staff	79	28
Junior staff	201	72
Total	280	100

Source: Field Survey, 2020.

Table 4.5 above shows that 79 (28%) of the respondents are senior staff, 201 (72%) are junior staff.

Table 8 Years of service of the Respondents

Years of Service	Frequency	Percentage
1-10years	59	21
10-15years	68	24
15-20years	67	24
20years and above	86	31
Total	280	100

Source: Field Survey, 2020.

Decision rule

The necessary decision will be made with reference to the research question. Any item that attracts score 4.5-5.0 will be regarded as strongly agree, mean score from 3.50-4.49 will be considered as agree, also mean scores from 2.50-3.49 will be interpreted as disagree, finally, mean score of 1.50-2.49 will be regarded as strongly disagree.



2.	I learn from mistakes identified in the feedback process.	79	90	39	32	30	3.52	Agree
3.	There is an organized platform that communicates performance to staff.	56	78	25	75	46	3.0	Disagree
4.	The Ministry has a system that relates performance information to employees.	58	93	37	58	34	3.29	Disagree
5.	The Ministry has scheme for awarding staff performance.	99	85	43	33	30	3.77	Agree
6.	The management of the Ministry discuss performance rating with its staff.	95	109	20	33	20	3.78	Agree
	Grand Mean						3.5	Agree

S/N	Service Sustainability	SA	A	U	D	SD	Mean	Remark
1.	Anambra State citizens appreciates our services	90	95	37	38	20	3.7	Agree
2.	There is increase in patronage of our services.	79	130	39	12	20	3.8	Agree
3.	We operate with citizens in view.	83	118	29	36	18	3.77	Agree
4.	Our services are unique compared with the services of other ministries.	91	130	30	25	4	3.99	Agree
5.	Our service appreciates in value.	108	123	3	38	8	4.0	Agree
6.	Our services reach the nooks and crannies of the states.	79	131	33	23	20	3.87	Agree
	Grand Mean						3.85	Agree

Source: Field Survey, 2020.

4.3 Test of Hypothesis

4.3.1 Interpreting the Pearson Result

A positive correlation means that as one variable increases in value, the second variable also increases in

value. Similarly, as one variable decreases in value, the second variable also decreases in value.

Decision Rule: Reject the null and accept the alternate if P-value < 0.5; if otherwise accept the null Hypothesis.



Ha₁: There is positive relationship between performance feedback and service (infrastructure) acceptability among ministries in Anambra State

Table10: Correlation analysis between performance feedback and service acceptability of selected ministries in Anambra State

Correlation Output of performance feedback and service sustainability			
		Performance feedback	Service Sustainability
Performance feedback	Pearson Correlation	1	.722**

Result Summary

Table 4.12 shows that there is a positive relationship between performance feedback and product acceptability with $r=0.722$, $n=5$ and p value of 0.002 ($p<0.5$). Therefore, we accept the alternate hypothesis and conclude that there is a positive relationship between performance feedback and service acceptability of selected ministries in Anambra State.

5. FINDINGS, CONCLUSION AND RECOMMENDATION

This study determines the degree of relationship that exists between negotiated performance appraisal and service delivery among ministries in Anambra State. The research question which is structured towards the extent of relationship that exists between performance feedback and service (infrastructure) sustainability among ministries in Anambra State. The question relating to relationship between performance feedback and service sustainability revealed that respondents disagree to organization having effective feedback system, an established platform that communicates performance to staff and organization relating performance to employee as it impacts the service delivery. This finding covers the gap in the findings of Montree and Boonthawan (2013) as they stated that performance feedback assists

	Sig. (2-tailed)		.002
	N	5	5
Service Sustainability	Pearson Correlation	.722**	1
	Sig. (2-tailed)	.002	
	N	5	5
**. Correlation is significant at the 0.01 level (2-tailed).			

Source: SPSS ver. 23 Outputs.

employees towards greater output but neglected the relationship between performance feedback and service delivery. The finding also showed that employees learn from mistakes identified in the feedback process, organization has scheme that awards performance and discussion of performance rating with staff as major contribution to service sustainability. This identified new areas that performance feedback can effectively impact on service sustainability.

5.1 Conclusion and Recommendation

The NPA exercise allows the appraiser as well as the appraisee to have an environment of dialogue which preserves organizational power, and at the same time gives room for open interaction on critical matters that affect them. The exercise is regarded as a mediation tool, in part, because it allows both parties to save face while discussing issues that concern them.

Relatively, ministries that provide scheme that awards performance and creates room for discussion of performance rating with staff can significantly contribute to service sustainability as service errors can be corrected through performance feedback process. Negotiated performance appraisal significantly identifies new areas that performance feedback can effectively impact on service sustainability.



Based on the findings and conclusion, the study recommended that; that the Ministries in Anambra State should improve on the annual performance evaluation systems currently used to reflect the tenets of negotiated performance appraisal for objective evaluation of her employees and improved service delivery.

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