

# Performance Appraisal and Employee Productivity in Plateau State Internal Revenue Service, Nigeria

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## Abstract

The study examined the effect of Performance Appraisal on Employee Productivity in Plateau State Internal Revenue Service. The study was guided by two objectives and two null hypotheses of no significant relationship. The study adopts survey research design. The population of the study consists of all 1580 employees of PSIRS. The sample size of the study was 319; this was determined using Taro Yamane formula. The sample size was allocated to the population using Bourley's Proportional formula. The instrument of data collection was a structured questionnaire. The instrument was subjected to face and content validity. Cronbach alpha method was used to establish the internal consistency of the questionnaire items. A reliability coefficient of 0.85 was obtained. Data collected were analyzed using frequency, percentages and tables. Logit regression model was used to assess the nature and degree of relationship between dependent variable and independent variables. Log likelihood ratio Chi-square and Log likelihood estimates were used to test model fit of

the 2 hypotheses for the study; the z-statistics test was also used to test the independent variables influence on the dependent variable. The study revealed that management by objectives and 360 degree feedback appraisal techniques enhanced employee productivity in PSIRS. It was recommended that, PSIRS should enforce management by objectives in order to enable staff participate in organizational goal setting and understand areas of responsibility so as to further improve productivity. The 360 degree feedback appraisal techniques should also be encouraged to serve as pre-requisite for supervisors and employees to discuss organizational weaknesses, productivity standards and areas of improvement.

**Keywords:** Performance, Appraisal, Employee, Productivity, Organization

## 1. Introduction

Performance appraisal is a review and discussion of an employee performance of assigned duties and responsibilities globally. It is based on results obtained by the employee in his or her job, not on the employee personality characteristics. Performance appraisal is an important tool for human resource management. It is a means not only for evaluating performance but also for achieving performance improvement among staff of an organization. As an administrative activity which improves the chances of attaining organizational goals, performance appraisal makes it mandatory for members of an organization to know what is expected of them, and the indicators by which their productivity will be measured in order to ensure organizational growth, staff progress, and goal attainment.

Performance appraisal is a systematic evaluation of the performance of an employee on his present job and also in relation to future jobs that he may be required to take up (Hartzell, 2006). It measures and evaluates the results of the performance of workers pointing out their potentialities and deficiencies so that they can improve over time. A good appraisal system is so fundamental to the management of people in any organization. The success of the organization itself depends largely on a good appraisal system. With a good appraisal system those who contribute more will be adequately rewarded and the right type of people are likely to be promoted into positions of higher responsibilities (Stonner, Freeman & Gilbert, 2005). Thus, for any evaluation system to work well, the employees must understand it, must feel it as fair, and must be work oriented enough to care about the results (Habibu, 1992). One way to foster this understanding is for the employees to participate in the system design and be trained to some extent in performance appraisal.

The underlying objective of performance appraisal in any organization is to improve the productivity of workers. Thus, performance appraisal provides adequate feedback on how staff are performing, by exposing them to knowledge and the result of their work; clear and attainable goals of the organization; avenues for involvement in the setting of tasks and goals (Mullins, 1999). These activities lead to improvement in the performance of personnel, and higher productivity in the organization.

Plateau State Internal Revenue Service (PSIRS) is a major revenue-generating agency of the State saddled with the responsibility of collecting all forms of taxes within its jurisdiction. Just like other organizations in the state, PSIRS also partake in performance appraisal

exercises. The extent to which performance appraisal activities have resulted to productivity of the organization (PSIRS) is the focus of the study.

### *1.1 Statement of the Problem*

Performance appraisal provides a good opportunity to formally recognize employee achievements and contributions to the organization, and to ensure that a clear link is established and maintained between productivity and reward. It is necessary in an organization because it helps in clarifying goals and expectations, and also creates an environment for open communication. It brings about positive feedback and advice for improving employee productivity.

However, it has been observed that performance appraisal system in Plateau State Internal Revenue Service (PSIRS) is suffering some defects such as Lack of employee participation in organizational goals setting that clarify organizational goals and expectations, and lack of feedback of performance appraisal result to employee. The study therefore, investigated the effect of performance appraisal on employee productivity in Plateau State Internal Revenue Service.

### *1.2 Objectives of the Study*

The main objective of the study is to examine the effect of performance appraisal on employee productivity in Plateau State Internal Revenue Service. However, the specific objectives are to:

- i. to know if Management by Objectives method of performance appraisal enhanced employee productivity in Plateau State Internal Revenue Service; and
- ii. ascertain if 360 degree Feedback method of performance appraisal enhanced employee productivity in Plateau State Internal Revenue Service.

### *1.3 Research Questions*

The following research questions were raised and answered by the study;

- i. To what extent has Management by Objectives method of performance appraisal enhanced employee productivity in Plateau State Internal Revenue Service?
- ii. To what extent has 360 degree Feedback method of performance appraisal enhanced employee productivity in Plateau State Internal Revenue Service?

### *1.4 Statement of Hypotheses*

The following null hypotheses were formulated and tested by the study.

- i. There is no significant relationship between Management by Objectives method of performance appraisal and employee productivity in Plateau State Internal Revenue Service; and
- ii. There is no significant relationship between 360 degree Feedback method of performance appraisal and employee productivity in Plateau State Internal Revenue Service.

## 2. Literature Review

This part of the study examines views and opinions of authors, scholars and practitioners in administration on performance appraisal and employee productivity. The views dwell on: meaning of performance appraisal, methods of performance appraisal and employee productivity.

### 2.1 *Meaning of Performance Appraisal*

Performance appraisal can be viewed as the process of assessing and recording employee performance for the purpose of making judgments about employee that lead to decisions (Cook & Crossman, 2004). In simple terms, performance appraisal may be understood as the assessment of an individual's productivity in a systematic way, the productivity being measured against such factors as job knowledge, quality and quantity of output, initiative, leadership abilities, supervision, dependability, cooperation, judgment, versatility, health and the like (De Waal, 2004).

Performance appraisal is a structured and formal interaction between a subordinate and supervisor, that usually takes the form of a periodic interview (annual or semi-annual), in which the work performance of the subordinate is examined and discussed, with a view to identifying weaknesses and strengths as well as opportunities for improvement and skills development (Gabris & Ihrke, 2000).

#### 2.1.1 Methods of Performance Appraisal

There are many methods of performance appraisal that have been developed by researchers. However, the study will discuss here in detail some few methods.

*Ranking Method:* According to Wayne (1992) under this method, superior ranks his subordinates in order of their merit, starting from the best to the worst. The relative position of each employee is expressed in terms of his numerical rank. In this type of appraisal, individuals are ranked from highest to lowest. It is assumed that the difference between the first and second employee is equal to difference between 21<sup>st</sup> and 22<sup>nd</sup> employee. In this method, the manager compares each person with others than work standards.

*Management by Objectives Method:* MBO (or management by objectives) is a technique credited to management guru Peter Drucker, to describe a method of performance management that is based on the setting of clear and measurable objectives, and the use of those objectives to evaluate and review performance. When done correctly, MBO is probably the best and fairest way to plan for and create effectively performing employees (Drucker, 1954). The principle behind Management by Objectives (MBO) is to make sure that everybody within the organization participate in goals setting, has a clear understanding of the aims, or objectives of that organization as well as awareness of their own roles and responsibilities in achieving those aims. The complete MBO system is to get managers and empowered employees acting to implement and achieve their plans, which automatically achieve those of the organization.

MBO Strategy: Three basic parts

1. All individuals within an organization are assigned a special set of objectives that they try to reach during a normal operating period. These objectives are mutually set and agreed upon by individuals and their managers.
2. Performance reviews are conducted periodically to determine how close individuals are to attaining their objectives.
3. Rewards are given to individuals on the basis of how close they come to reaching their goals.

According to McNamara (2000) in MBO, management and employees work together to set goals with the intent of helping employees to achieve continuous improvement through an ongoing process of goal setting, feedback and correction. As a result of their input, employees are much more likely to be motivated to accomplish the goals and to be responsive to criticism that arises from subsequent objective measurements of performance.

*360 degree Feedback Method:* According to Ward (1995) 360 degrees feedback is the systematic collection and feedback of performance data on an individual or group derived from a number of the stakeholders on their performance. 360 degrees which is also called multi-source assessment or multi-rater feedback generates its performance data on individual from their peers (team members or colleagues in other parts of the organization), supervisors (those one reports to), subordinates (those who report to the individual), customers, self and team. According to Mathias and Jackson (2004) 360 degrees feedback recognizes that the manager is no longer the sole source of performance appraisal information. Instead, various colleagues and constituencies supply feedback about the employee to manager, thus, allowing the manager to obtain input from a variety of sources.

Mathias and Jackson (2004) again postulate that, the sole purpose of 360 degrees feedback is not to increase reliability by soliciting like-minded views but rather to capture the various evaluations of the individual employee's different roles. According to Lepsinger and Lucia (1997) employee's motivation and job satisfaction that enhances productivity increases when they received timely, fairly and accurate feedback related to their productivity. This is because, feedback is very essential for employees to identify their strengths and weaknesses and be better able to improve on their performance. Lepsinger and Lucia (1997) notes that employees want ongoing performance feedback to reinforce appropriate actions and to be in a position to make adjustments when their performance needs improvement.

*Behaviorally Anchored Rating Scale (BARS) Method:* Mani (2002) opined that behaviorally anchored rating scale was developed as a response to the shortcomings of the graphic scale approach. According to Harris (1997) the major aim of BARS is to provide a set of scales that is defined in a precise behavioral manner. According to Wayne (1992) BARS method has received considerable attention by academicians in recent years. Wayne maintains that, these scales combine major elements from the critical incident and graphic rating scale approaches in that the appraiser rates the employee based on items along a continuum but the points are examples of actual behavior on the job rather than general descriptions or traits.

## 2.2 Employee Productivity

In the organizational context, employee productivity is usually defined as the extent to which an organizational member contributes to achieving the goals of the organization (Greenberg, 1996). Mathias and John (2003) defined employee productivity as a measure of the quantity and quality of work done, considering the cost of the resources used. McNamara (2003) further states that, results are usually the final and specific outputs desired from the employee. Results are often expressed as products or services for an internal or external customer. They may be in terms of financial accomplishments, impact on a community; and so whose results are expressed in terms of cost, quality, quantity or time.

Employee productivity could include: quantity of output, quality of output, timelines of output, presence at work and cooperativeness (Bernardin, 2007). Employee productivity could be simply understood as the related activities expected of a worker and how well those activities were executed.

### *2.3 Theoretical Framework*

The paper adopts the Justice Theory by Rawls (1971) to explain performance appraisal and employee productivity at the PSIRS. The theory states that organizational justice refers to perceived fairness in the working place which comprises: Procedural, Distributive, Interpersonal, and Informational Justice related to performance appraisal exercise in an organization. The study incorporated all four justice dimensions into one theoretical framework. The procedural, distributive, interpersonal, and informational justice were related to social relationship, either with the organization (i.e. procedural and distributive justice) or with the supervisor (i.e. interpersonal and informational justice), whereas distributive justice is related more to an economic exchange relationship.

The procedural justice concerned with the perceived fairness of the procedure that the PSIRS and raters use during the appraisal of employees' productivity. The procedure can be in terms of involving employees in the process of organizational goals setting, and setting criteria of measuring employee's productivity.

Distributive justice deals with the proportional relationship between employee's inputs in terms of effort, ability, time and training, and the outcomes they receive e.g payment, promotion and other rewards that are fair to employees in Plateau State Internal Revenue Service that motivate them to put their best. Also, interpersonal justice involves perception of fairness that relate to the way rater treats the person being evaluated; it concerned with the perceived fairness of interpersonal interaction between superior and subordinate during the performance appraisal session in the organization, while informational justice concerned with the perception of fairness in terms of information about procedures in form of honest, sincere and logical explanations and justifications of any component of the appraisal process.

Within the context of performance appraisal system in Plateau State Internal Revenue Service, the most common information justice will involve the clarification of goals, productivity expectation and standards, routine feedback, and explanations during the performance appraisal period.

### 3. Methodology

The study adopted survey research design. The population of the study was 1,580 consisting of 1,104 junior employees and 476 senior employees of the Plateau State Internal Revenue Service. A sample size of 319 was drawn from the population using Taro Yamane (1964) formula. Sample size of 319 was allocated to the two groups (that is, junior and senior employees) using Bourley's proportional allocation formula. The instrument used for data collection was a structured questionnaire developed from the literature reviewed. The response for each item in the questionnaire were based on a 5-point Likert scale of strongly agree, agree, undecided, disagree and strongly disagree with their corresponding value of 5,4,3,2 and 1 respectively. The instrument was subjected to face and content validity by 3 validates. Cronbach Alpha method was used to establish the internal consistency of the questionnaire items. A reliability coefficient of 0.85 was obtained. The instrument was administered by the researcher to the respondents with the help of two research assistants. Three hundred and nineteen questionnaire were administered and all were retrieved from the respondents and used for data analysis. The data for the study were analyzed using computer-based programme – STATA 8. Various statistical methods used in analyzing the data includes: frequency, percentages and tables. Non-linear Regression in the form of Logit regression model was used to assess the nature and degree of relationship between the dependent variable and independent variables. Log likelihood ratio Chi-square and Log likelihood estimates were used to test model fit of the 2 hypotheses for the study; the z-statistics test was also used to test the independent variables influence on the dependent variable.

### 4. Results and Discussion

#### 4.1 Research Question 1

To what extent has Management by Objectives enhanced Employee Productivity in Plateau State Internal Revenue Service?

To answer the above question, data on Management by Objectives and Employee Productivity were collected and subjected to analysis using frequency and percentage as presented in Table 1 below.

Table 1. Management by Objectives and Employee Productivity

S/N	Management by Objectives and Employee Productivity (MBO)	SA	A	U	D	SD
1	Employees Participating in organizational goals setting helps employees to be committed in accomplishing responsibilities	261 (81.82)	58 (18.2)	0 (0.00)	0 (0.00)	0 (0.00)
2	Employees understanding areas of responsibilities helps employees to be productive	266 (83.39)	53 (16.61)	0 (0.00)	0 (0.00)	0 (0.00)
3	Alignment of employees needs with organizational objectives motivate employees	128 (40.13)	121 (37.93)	54 (16.93)	8 (2.51)	8 (2.51)

	to be productive					
4	Tied goal achieved with reward motivates employees to be productive	206 (64.58)	98 (30.72)	11 (3.45)	4 (1.25)	0 (0.00)
5	Appraisal based on result achieved motivates employees to be productive	201 (63.01)	107 (33.54)	7 (2.19)	4 (1.25)	0 (0.00)

**Note:** 5 = SA (Strongly Agree), 4=A (Agree), 3 = U (Undecided), 2 = D (Disagree), 1 = SD (Strongly Disagree)

**Source:** Field survey data, 2017

From table 1 above, 261 (81.2%) respondents strongly agreed, whereas 58 (18.8%) of the respondents agreed that employees participating in organizational goals setting helps employees to be committed in accomplishing responsibilities.

Based on the second question which states that employees understanding areas of responsibilities helps employees to be productive, 266 (83.4%) of the respondents strongly agreed, whereas 53 (16.6%) of the respondents agreed to this fact.

The third question states that alignment of employees needs with organizational objectives motivates employees to be productive, 128 (40.1%) strongly agreed, 121 (37.9%) agreed, 54 (16.9%) were undecided, 8 (2.5%) disagreed, whereas 8 (2.5%) of the respondents were strongly disagreed to this fact.

Based on the fourth question which states that tied goal achieved with reward motivates employees to be productive, 206 (64.6%) respondents strongly agreed, 98 (30.7%) agreed, 11(3.5%) were undecided, whereas 4 (1.3%) of the respondents disagreed to this fact.

The fifth question states that appraisal based on result achieved motivates employees to be productive, 201 (63.0%) respondents strongly agreed, 107 (33.5%) agreed, 7 (2.2%) were undecided, whereas 4 (1.3%) of the respondents disagreed to this fact.

#### 4.2 Research Question 2

To what extent has 360 degree Feedback method of performance appraisal enhanced Employee Productivity in Plateau State Internal Revenue Service?

To answer the above question, data on 360 degree Feedback and Employee Productivity were collected and subjected to analysis using frequency and percentage as presented in Table 2 below.

Table 2. 360 degree Feedback and Employee Productivity

S/N	360 Degree Feedback and Employee Productivity	SA	A	U	D	SD
6	Self-appraisal helps employees to analyze strength and weakness, productivity standards and areas of improvement that enhances their productivity	206 (64.58)	98 (30.72)	15 (4.70)	0 (0.00)	0 (0.00)
7	Colleague's feedback about employees'	153	112	15	23	16

	productivity helps strengthen self-development that enhances productivity	(47.96)	(35.11)	(4.70)	(7.21)	(5.02)
8	Supervisor's feedback about employees' productivity helps strengthen self-development that enhances productivity	220	96	0	3	0
		(68.97)	(30.09)	(0.00)	(0.94)	(0.00)
9	Customer's feedback about employees' productivity helps strengthen self-development that enhances productivity	158	106	20	12	23
		(49.53)	(33.23)	(6.27)	(3.76)	(7.21)

**Note:** 5 = SA (Strongly Agree), 4 = A (Agree), 3 = U (Undecided), 2 = D (Disagree), 1 = SD (Strongly Disagree)

**Source:** Field survey data, 2017.

From table 2, question sixth states that Self-appraisal helps employees to analyze strength and weakness, productivity standards and areas of improvement that enhances their productivity, 206 (64.6%) respondents strongly agreed, 98 (30.7%) agreed, whereas 15 (4.7%) of the respondents were undecided to this fact.

Based on the seventh question which states that colleague's feedback about employee's productivity helps strengthen self-development that enhances productivity, 153 (48.0) respondents strongly agreed, 112 (35.1%) agreed, 15 (4.7%) were undecided, 23 (7.2%) disagreed, whereas 16 (5.0%) of the respondents were strongly disagreed to the fact.

The eighth question which states that supervisor's feedback about employees' productivity helps strengthen self-development that enhances productivity, 220 (68.97%) respondents strongly agreed, 96 (30.09%) agreed, whereas 3 (0.94) of the respondents were disagreed to the fact.

Based on the ninth question that states customer's feedback about employees' productivity helps strengthen self-development that enhances productivity, 158 (49.5%) respondents strongly agreed, 106 (33.2%) agreed, 20 (6.3%) were undecided, 12 (3.8) disagreed, whereas 23 (6.3%) of the respondents were strongly disagreed to this fact.

#### *4.3 Testing of Hypotheses*

##### *Hypothesis 1*

There is no significant relationship between Management by Objectives and Employee Productivity in Plateau State Internal Revenue Service.

Table 3. Relationship between management by objectives and employee productivity

Staff prod	Coef.	Std. Err.	Z	P> Z	[95% Conf. Interval]	
Bi1	3.566081	1.055971	3.38**	0.001	1.496417	5.635746
Bi2	3.059802	1.322788	2.31*	0.021	.4671845	5.652419
Bi3	1.764977	.826878	2.13*	0.033	.1443255	3.385628
Bi4	-1.393964	.7411445	-1.88	0.060	-2.846581	.0586521
Bi5	1.184944	.5663964	2.09*	0.036	.0748275	2.29506
_cons	-19.05183	5.793257	-3.29	0.001	-30.40641	-7.697257

**Note:** Number of obs = 319; LR Chi<sup>2</sup> (5) = 60.04; Prob > Chi<sup>2</sup> = 0.0000; Log likelihood = -44.730531; Pseudo R<sup>2</sup> = 0.4016; \*,\*\* = significant at 10% and 5% respectively

**Bi1**=Employees participating in organizational goals setting helps employees to be committed in accomplishing responsibilities

**Bi2**=Employees understanding areas of responsibilities helps employees to be productive

**Bi3**=Alignment of employees needs with organizational objectives motivate employees to be productive

**Bi4**=Tied goal achieved with reward motivated employees to be productive

**Bi5**=Appraisal based on result achieved motivate employees to be productive

**Employee prod**=employee productivity (logit regression definition; low employee productivity [0] and improved employee productivity [1]).

**Source:** STATA 8

Table 3 showed the iteration log, indicating how quickly the model converged. The log likelihood (-44.730531) was obtained. Also, all 319 observations in our data set were used in the analysis (fewer observations would have been used if any of our variables had missing values). The Log likelihood ratio chi-square of 60.04 with a p-value of 0.0000 tells us that the model does fit significantly. In the Table 3, we see the coefficients, their standard errors, the z-statistic, associated p-values, and the 95% confidence interval of the coefficients. Only the following MBO variables; Bi1, Bi2, Bi3 and Bi5 are statistically significant. The logistic regression coefficients give the change in the log odds of the outcome for a one-unit increase in the independent variable. For every one-unit change in Bi1, the log odds of employee productivity increase by 3.566. The null hypothesis was rejected and the alternative hypothesis (H<sub>11</sub>) was accepted, which states that, “there is significant relationship between Management by Objectives and employee productivity in Plateau State Internal Revenue Service”.

### *Hypothesis 2*

There is no significant relationship between 360 degree Feedback and Employee Productivity

in Plateau State Internal Revenue Service.

Table 4. Relationship between 360 degree feedback and employee productivity

Staff prod	Coef.	Std. Err.	Z	P> Z	[95% Conf. Interval]	
Bii6	2.039382	.716156	2.85**	0.004	.6357424	3.443022
Bii7	1.523487	.8159713	1.87*	0.062	-.0757875	3.122761
Bii8	2.147725	.646939	3.32**	0.001	.8797475	3.415702
Bii9	1.754515	.6420014	2.73**	0.006	.4962156	3.012815
_cons	-13.72517	4.913372	-2.79	0.005	-23.3552	-4.095136

*Note:* Number of obs = 319; LR Chi<sup>2</sup> (4) = 57.26; Prob > Chi<sup>2</sup> = 0.0000; Log likelihood = -46.120714; Pseudo R2 = 0.3830; \*,\*\* = significant at 10% and 5% respectively

**Bii6**=Self-appraisal helps employees to analyze strength and weakness, productivity standards and areas of improvement that enhances their productivity

**Bii7**=Colleague's feedback about employees productivity helps strengthen self-development that enhances productivity

**Bii8**=Supervisor's feedback about employees productivity helps strengthen self-development that enhances productivity

**Bii9**=Customer's feedback about employees productivity helps strengthen self-development that enhances productivity

**Employee prod**=employee productivity (logit regression definition; low employee productivity [0] and improved employee productivity [1]).

*Source:* STATA 8

Table 4 showed the iteration log indicates how quickly the model converged. The log likelihood (-46.120714) was obtained. All 319 observations in the data set were used in the analysis. The Log likelihood ratio chi-square of 57.26 with a p-value of 0.0000 tells us that our model as a whole does fit significantly. In the Table 4, we see the coefficients, their standard errors, the z-statistic, associated p-values, and the 95% confidence interval of the coefficients. The 360 degree feedback variables of; Bii6, Bii7, Bii8 and Bii9 are statistically significant. The logistic regression coefficients give the change in the log odds of the outcome for a one-unit increase in the independent variable. For every one-unit change in bii9, the log odds of employee productivity increase by 2.148. The null hypothesis was rejected and the alternative hypothesis (H<sub>12</sub>) was accepted, which states that, "there is significant relationship between 360 degree Feedback and employee productivity in Plateau State Internal Revenue Service".

## 5. Discussion of Findings

The findings of the study were discussed as follows:

The findings from research question 1 in Table 1 revealed that 5 variables of management by objectives enhanced employee productivity in Plateau State Internal Revenue Service. These variables were: participating in organizational goal setting, understanding areas of responsibilities, alignment of employees needs with organizational objectives, tied goal achieved with reward and appraisal based on result achieved. The findings from research question 1 in Table 1 were further supported by findings from hypothesis 1 in Table 3 which revealed that there is statistical significant relationship between management by objectives and employees productivity in Plateau State Internal Revenue Service.

This finding was in conformity with Omboi (2011) who found that management by objectives had an effect on employee productivity. This finding also agreed with the view of Drucker (1954) who stated that the principle behind management by objectives is to make sure that everybody within the organization has a clear understanding of the aims, or objectives of the organization as well as awareness of their own role and responsibilities in achieving those objectives.

The findings was also in line with the view of McNamara (2000) who opines that in MBO, management and employees work together to set goals with the intent of helping employees to achieve continuous improvement through an ongoing process of goal setting, feedback, and correction. As a result of their input, employees are much more likely to be motivated to accomplish the goals and to be responsive to criticism that arises from subsequent objective measurements of performance. The report and opinion of the authors cited above helped to justify the findings of this study in Table 1.

The findings from research question 2 on Table 2 revealed that 4 variables of 360 degree feedback in questions enhanced employee productivity in Plateau State Internal Revenue Service. The variables were: self-appraisal, colleague's feedback about employee productivity, supervisor's feedback about employee productivity, customer's feedback about employee productivity. The findings from research question 2 on Table 2 was further supported by findings from hypothesis 2 on Table 4 which revealed that there is statistical significant relationship between 360 degree feedback and employee productivity in Plateau State Internal Revenue Service.

The findings of the study, collaborates with the work of Gichuhi, Abaja and Ochieng (2015) who found that performance appraisal criteria, feedback and frequency significantly influenced employee productivity. The findings of the study were also in agreement with the findings of KE-Lithakong (2014) who affirmed that 360 degree feedback and feedback system improves employee productivity. The findings of the study also agreed with the view of Lepsinger and Lucia (1997) that employee's motivation and job satisfaction that enhances productivity increases when they received timely, fairly and accurate feedback related to their productivity. They note that employees want ongoing performance feedback to reinforce appropriate actions and to be in a position to make adjustments when their performance needs improvement. This is because, feedback is very essential for employees to identify their strengths and weaknesses and be better able to improve on their productivity.

## 6. Conclusion

Based on the findings of the study, it was concluded that;

- i. Management by Objectives enhanced employee productivity in Plateau State Internal Revenue Service during the period under study.
- ii. 360 degree Feedback enhanced employee productivity in Plateau State Internal Revenue Service during the period under study.
- iii. There is statistically significant relationship between Management by Objectives and employee productivity in Plateau State Internal Revenue Service.
- iv. There is statistically significant relationship between 360 degree Feedback and employee productivity in Plateau State Internal Revenue Service.

## 7. Recommendations

Based on the findings of the study, the following recommendations have been proffered.

- i. Management by Objectives method of performance appraisal should be enforced by the management of Plateau State Internal Revenue Service to enable staff participate in organizational goal setting and understand areas of responsibility so as to further improve productivity in the organization;
- ii. 360 degree Feedback method of performance appraisal should be a pre-requisite for the Management of Plateau State Internal Revenue Service as this will assist supervisors and employees to discuss weakness, productivity standards and areas of improvement that enhances productivity; and timely, fairly and accurate performance appraisal feedback should be given to employees.

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