Performance Appraisal and Employee Performance in National Agency for Science and Engineering Infrastructure Institutes (NASENI) In South East, Nigeria

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ABSTRACT

This study sets out to fulfil two objectives: to establish the association between contextual performance in NASENI and feedback from evaluations, and the relationship between employees' training and counterproductive behaviour in the surveyed organization. The theoretical underpinning used was the resource-based view which underscored the importance of putting qualified employees in the proper positions through periodical evaluations. This would enable the organization acquire competitive advantages over time. The study used a descriptive survey design to collect data. The total population of the study was 710 (seven hundred and ten respondents). Sample size determination was performed using Yamane Formula. Instrument for data collection was the questionnaire. The questionnaire was divided into two distinct sections: The employee bio data and the relationship between the dependent variable and independent variables respectively. Findings revealed that evaluation feedback significantly affects

contextual performance and that employee training significantly reduces counterproductive behaviour in NASENI. The implication of these findings is that evaluation feedback in performance appraisal and employee training on counterproductive behaviour in NASENI have the capacity of increasing performance in organizations especially in organizations where employees have been accused of poor performance with low revenue yielding to the Federal government.

Keywords: Performance Appraisal, Employees, Performance and Feedback.

INTRODUCTION

The most important asset in any kind of organization whether it has engaged the staff is in the production and service delivery, not-for-profit and commercial businesses is the employees. The effectiveness of employee incentive programmes utilized by an organization affects employee performance (Chukwuma, 2023). In order to reward the work done and encourage desired behaviors, incentives are provided. With the new worldwide awakening of humanism and humanization, the implementation of human capital management ideas in organizations has expanded. The primary goals of human resources management are the advancement of skills that people possess, their advancement as individuals, and their improvement of the entire organisation. According to Belete, Tariku, and Assefa (2014), in today's fiercely competitive business environment, a company's human resources are its most valuable asset and can have the most impact on how well it performs. For a company to survive and get better in current worldwide competition, the task assessment method has to inspire workers (Kumbhar, 2011). Organisations have widely embraced performance appraisals to gauge and assess workers' efforts at all levels. Equally government as well as privately owned companies utilise the performance appraisal system to assess their own effectiveness and that of their personnel (Moraa and Datche, 2019). Performance evaluation is a method of assessing how well people do their tasks in compliance to a set of criteria and then taking the necessary action to enable them to develop on the job. In actuality, based on their specific requirements, many firms use various names for performance assessments. Nigeria's governmental sector describes it as a yearly appraisal of performance, abbreviated APER (Ugoani, 2020). Worker rating, worker assessment, reviews of performance and job appraisal are a few of the phrases used by different firms. An essential management technique for assessing an employee's present and future contributions to a given business is the performance assessment (PA). PA highlights the labour force's abilities and shortcomings, especially in nations with advanced economies. It is one among the Human Resource Management Practices (HRMPs) that has undergone in-depth research in countries that are both industrialised and developing, and it is also recognised as a potent motivator (Sajuyigbe, 2017).

The goal of performance reviews is to increase the efficiency of organizations. It is crucial and delicate in managing human resources and will enable organizations to evaluate the output of their organization's employees. The claim is that worker output affects how well an organisation performs. Important to note is that some managers use this to downplay or disregard the efforts of workers whose preferences differ from their own. As a result, the workplace is united by a tried-and-true evaluation method and the workforce, showing the staff what is expected of them and how they may effectively add to the business. It is used in conjunction with performance to determine a staff member's chances for advancement, rating

towards other higher levels of workplaces, and promotion (Mandare, et al., 2019). Chemeda (2012) asserts that in order to sustain the efficacy and productivity of the employees, organisations must regularly carry out employee performance reviews in order to keep their employees under checks while taking any other actions required, which includes displacing, encouraging, or retaining them. This will guarantee increased performance from the workforce (Chemeda, 2012). Any organization's achievement, their existence and subsequent development are largely dependent on employee performance (Sajuyigbe, 2017). However, employee performance issues result in the corporation's overall achievement being substandard (Sajuyigbe, 2017). Poor prioritizing, lateness to work, nonchalant work attitude, absenteeism and failure to meet basic job requirements are performance issues that arise due to lack of proper motivation (Sajuyigbe, 2017). Globally, the issue of employee performance is important to organizations that seek effective work performance. Organisations frequently take steps to make sure that their staff do their duties as effectively as possible which will often lead to organizational success (Ackah, 2014).

Statement of the Problem
The Federal Government of Nigeria's manufacturing companies, particularly National Agency for Science and Engineering Infrastructure Institutes (NASENI), appear to be significantly less profitable and less productive than many of their counterparts in other regions of the nation. The absence of a dependable framework for performance evaluation, an absence of employee development opportunities, and a poor implementation of performance appraisal methodologies for assessing staff performance are a few variables that contribute to this low productivity and profitability. Others include the management's incapacity to make rational decisions on the encouragement of employees to the support of outstanding excellent achievers; the company's disregard for the challenges confronted by workers with regard to performance reviews; etc. These issues could obstruct production, lead to suboptimal customer service, and cause manufacturers to lose market share to rival companies. In Nigeria manufacturing organizations especially, those owned by Federal Government, has been observed that assessment procedures are fraught with issues: from dishonest in the way of human resource practices to political meddling/interference. Thus, if the current trend continues unabated staff turnover could rise and worker engagement will plummet. This ultimately will lead to a back lash of the industry to fail due to inadequate productivity and diminished managerial efficiency. A work atmosphere that is vulnerable to conflict is in large part caused by some manufacturing business managers incapacity to offer an opportunity for management and staff members to participate in performance reviews (Ikupolati, Adelabu, & Andow, 2017). Many organizations struggle with insufficient feedback and lack of involvement in coaching, dialogues, and performance reviews, which leads to worker dissatisfaction on the one hand and misinformation mills on the other. These significantly would lower the likelihood of higher revenue and profitability while also affecting organizational culture and consciousness. Low organizational performance is the final outcome. In today's corporate world, retraining is the most crucial element given that it enhances the effectiveness and efficiency of the organization's staff as well as its individual workers. Sadly, it requires quite a lot to train employees. Even while internal instruction is frequently free, occasionally higher-level training is necessary; this more frequently has a price tag. The goal of most organisations is to enhance their manufacturing procedure with minimal or no awareness for human efforts. Rather than viewing their staff as their greatest asset, most organisation management pays

more attention to other organisational resources like materials, machinery, and processes. Most Nigerian managers view the treatment of workers as a social issue. The significance of looking into this issue in industrial settings leads to their lack of interest in performance evaluation systems as a way to increase workers productivity. It is against this backdrop that this study sought to investigate performance appraisal and employee performance in a Federal government parastatal like National Agency for Science and Engineering Infrastructure Institute in South Eastern Nigeria.

Objectives of Study
The main goal of this research is to investigate employee performance and performance appraisal, with a focus on NASENI, Southeast, Nigeria. The precise goals were to:
1. Examine the consequence of appraisal feedback on contextual performance in NASENI;
2. look at the consequence of employee training on counterproductive behavior in NASENI;

Research Questions
To investigate the problems of performance appraisal efforts, the following research questions were formulated
1. How does appraisal feedback affect contextual performance in NASENI?
2. How has employee training influence counterproductive behavior in NASENI?

Hypotheses
The following two hypotheses were formulated to guide the study.
- $H_{o}1$: Appraisal feedback has no effect on contextual performance in NASENI.
- $H_{o}2$: Employee training has no effect on counterproductive behavior in NASENI.

REVIEW OF RELATED LITERATURE
Concept of Performance Appraisal
Performance appraisal is a structured, formalised, planned procedure for reviewing capabilities along with shortcomings a person has in relation to his or her work with a long-term objective of fostering and strengthening these attributes if the employee performs satisfactorily while simply determining and redirecting the job routines if the individuals performs poorly (Ugoani, 2020). Appraisals, which are criteria variables, are used to gauge a worker's work productivity. In order to build a strategy for change that may involve training and advancement, intervention, mentoring, retraining, or other remedial activities, an appraisee is provided with an unbiased evaluation of how successfully they are performing their work. In this context, performance describes how the obligations are carried out that comprise how the job of the worker are accomplished. An evaluation of job performance is an examination and review of how well a worker performed in relation to the assigned obligations and duties. Rather than highlighting a employee's behavioural characteristics, it focuses on the outcomes that they achieve during the course of their job (Abbas and Cross, 2019). The functioning evaluation is a crucial tool to handling human resources. It is a method for assessing and enhancing worker performance within a company. Employees are required to understand what is expected of them as well as the measures that will be utilised to evaluate their overall effectiveness as part of performance appraisal, a managerial task that raises the likelihood of achieving corporate objectives. This promotes organisational growth, objective achievement,

and employee development. Performance appraisal, according to Hayford, Boakye and Ovusu (2016), is a methodical appraisal of workforce effectiveness. The productivity is assessed based on factors like creativity, job competence, monitoring, managerial skills, output in terms of both quantity and quality, discernment, teamwork, adaptability, well-being, and similar factors. A performance appraisal, according to Mollel-Eliphaz, Mulongo and Razia (2017), is a regulated and organised conversation involving the management and worker that ordinarily takes place at least once annually. The worker's job achievement is thoroughly investigated and addressed throughout this conversation having the goal of discovering the worker's qualities and shortcomings, possible dangers, and opportunities for skills enhancement and growth. A long-term approach to performance evaluation would be advantageous for both the company and the employee. Among the methods used in human resource management is appraisal of performance that affects employee participation. Nevertheless, in actuality, there have been issues with assessment procedures in Nigerian manufacturing companies, from dishonest human resource practises to political meddling. Thus, if the current trend holds, staff turnover in the manufacturing industry will rise and worker engagement will plummet, which could result in the industry to fail due to inadequate productivity and diminished managerial efficiency (Kolawole, Elegwa, and George, 2019). Bekele, Shigutu, and Tensay (2014) discovered a favourable and noteworthy relationship among worker productivity and performance reviews. By encouraging everyone who works there to put up their best effort, performance evaluation's overarching purpose is to boost an organization's efficiency. The following four objectives are achieved by these appraisals: support for promotions, job rotation planning, personal development and training, and remuneration reviews. Performance appraisal is the process of managing a worker's performance inside a company. Performance evaluation measures, monitors, and improves employee performance, which helps to contribute to organisational success overall (Sang, 2015). Armstrong and Taylor (2014) assert that it involves "systematic procedures including an understanding of performance expectations and an assessment of how well have those goals been attained" (Armstrong & Taylor, 2014). When properly compensated based on performance, performance assessments serve as a component to raise employee morale inside the company. The present research uses the assessment feedback mechanism, employee training, and employee compensation for measuring performance appraisal.

Feedback

All performance management systems explicitly state that feedback on performance is a determining component. This might be regarded as data on past behaviour by workers in comparison to predetermined norms of conduct and results. The primary objective is to boost employee engagement, employment zeal, and job happiness in as well as productivity at all stages of the company (Aguinis, 2009). This type of performance management may be considered as a potent developing approach when compared to the conventional manager-subordinate assessments, claims Mello (2015). The strategy can be utilised independently as a development strategy, but it doesn't replace the conventional approach. It includes feedback evaluations gathered from people whose opinions are regarded as being extremely significant and helpful. The key to effective organisational performance is effective performance feedback between managers and staff members. Regular feedback helps employees, departments, and organisations accomplish their objectives (Solmon & Podgursky, 2010). Accountability is increased since both employees and supervisors are involved in creating goals, identifying

competencies, discussing career advancement, and inspiring others. However, some companies refuse to provide feedback (Jackson & Schuller, 2012). The majority of supervisors is overburdened and has numerous managerial duties that eat up their precious time, but some may purposely limit employee involvement. Additionally, many firms lack formal assessment procedures or supervisors disregard the ones that are already in place (Banket, 2011). Feedback from numerous places has more of an impact on people than knowledge obtained from a single source, such as their immediate manager, including feedback from managers, coworkers, subordinates, and others. Multiple sources of performance information are regarded by staff as being factual, trustworthy, and inspiring. The respect of their superiors is less likely to persuade them to improve their work practises than the regard of their coworkers. By using several raters to supply additional balanced in addition to comprehensive view, the standard of performance measurements is improved via feedback. For the reason that of the suppliers' frequent interactions with the employee at work (Okeke, Onyekwelu, Akpua, and Dunkwu 2019), the information is more trustworthy, legitimate, and believable. The direct interaction between the supervisor and the employee throughout the appraisal process is among its most important components. Feedback is the details about past performance and outcomes provided to the employee by the boss. In order to assess productivity and identify any performance gaps among the staff members, an expert assessor is required for performance feedback (Zhang, Qian, Wang, Jin, Wang, & Wang, 2017). The major source of a rating is the supervisor's understanding of whatever is required of the worker in order to carry out the assessment procedure. Feedback can be unpredictable because numerous organisations have entirely given up conventional performance appraisal procedures after becoming weary of such. As a result of this, feedback has lost its consistency and reliability (Jackson & Schuller, 2012).

Employee Training
One of the company's human resources elements is training. If employees are hired by the firm, they will not be able to fulfil all of their responsibilities inside the organisation without the necessary skills; hence, it's crucial to provide these fresh recruits with the proper training to ensure the success of the company. One strategy that businesses can utilise to improve the capacity for adaptation of their human resources is training (Bijan & Nilofar, 2015). Training is the use of methods and guidance during exercises to teach people about their capacities, attitudes, and fundamental positions. While basic information and abilities are taught and acquired to perform specific job, Training is a similar approach via where individuals gain new skills, more broad knowledge and know-how that is not always directly tied to a specific objective (Raja, Furqan, & Muhammad, 2011). This method of learning is known as training, abilities, and competence specifically required to carry out a given task. It consists of lectures, seminars, conferences, and workshops (Chukwunenye & Igbokwe, 2011). In light of the fact that it becomes more efficient for everyone involved as well as the business, in today's global competition, training is viewed as the most crucial instrument. In the words of Khawaja and Nadeem (2013), organisations view training simply as a technique they use that improves understanding or acquire skills for employees' development, which subsequently contributes to the social assistance and overall achievement of the human resources of the organisation, increasing employee productivity, and creating an interaction among present performance and the maximally performance needed. Due to instruction, knowledge, and predetermined encounters, individual's behaviour changes in a systematic and formal way. Training is carried

out to equip workers in a company with the skills and expertise required to complete particular jobs. Training and development must be connected to the firm's objective in order to be of the most advantage to the organisation. The value of training and development depends on its capacity to affect workplace performance. Performance may be influenced by training and development, and as a result, the accomplishment of the organization's objectives. The more effective, the better it serves as a competitive advantage (Sivaramakrishnan, 2015).

METHODOLOGY

The study used a survey-descriptive design to collect data. The goal of the study was to determine the dependent variable ''employee performance' and the independent variable, 'performance appraisal'. This design was appropriate because it enabled close engagement with the subject matter in using a tool like questionnaire. The area of the study was the National Agency for Science and Engineering Infrastructure Institutes (NASENI) located in South Eastern Nigeria. The agency is home to the Scientific Equipment Development Institute (SEDI) in Enugu, National Engineering Development Institute (NEEDI) in Nenwi and the Electronics Development Institute (ELDI) Awka and Enugu and Anambra States respectively. The major source of data: questionnaire was developed and distributed to employees of National Agency for Science and Engineering Infrastructure Institutes (NASENI) located in Enugu and Anambra States. This is because the other South East NASENI States were not yet operating at the time of study. Thus, the primary data were limited to Enugu and Anambra States. The total population of the study was seven hundred and ten (710) employees. This population was divided into three (3) groups comprising the following employees with their respective institutes see table 1.0

Table 1: Population of the selected Organizations

S/N	Name of Institute	Top Management	Middle Management	Operational Management	Total
1	SEDI-Enugu	40	80	300	420
2	ELDI Awka	23	40	94	157
3	NEEDI Nenwi	12	30	91	133
	Total	**75**	**150**	**485**	**710**

Source: Field Survey, 2023

Yamane (1967) sample size formula modified by Kent and Myers (2008) as cited by Etuk and Akpabio (2014) was used to select a sample size of two hundred and fifty-six (256) only as depicted below:

$$n = \frac{N}{1 + (e2)\,N}$$

Where
- n = preferred sample size
- N = Total population
- e = established error boundary of 5% (percent) on the foundation of 0.95 assurance level. Substituting,

$$n = \frac{710}{1+(0.05^2)710} = \frac{710}{2.775} = 255.85 = 256$$

A total number of two hundred and fifty six respondents was used for this study which was selected using simple random via stratified sampling techniques. After calculating the sample size, the researchers allocated this value proportionately to the three (3) divisions of NASENI normally SEDI-Enugu, ELDI-Awka and NEEDI-Nnewi respectively depending on the population of the entire population that came from each division using Kumar (1976) proportional allocation formula. It is given by

$$nh = \frac{n(Nh)}{N}$$

Where
- Nh = Division population from each stratum
- n = overall sample size
- N = the overall population
- nh = sample size from each stratum in this case division. That is the detailed computation for SEDI-Enugu

substituting in the formula

$$nh = \frac{256(420)}{710} = 151$$

For ELDI-Awka:
$$nh = \frac{256(157)}{710} = 56.6$$

For NEEDI Nenwi
$$nh = \frac{256(133)}{710} = 47.9$$

Therefore, 256 copies of questionnaire were administered to the following selected firms:

Table 2: Sample size Distribution for the study

S/N	State of South East	Questionnaire Distributed
1	SEDI-Enugu	151
2	ELDI Awka (Anambra State)	56.6
3	NEEDI Nenwi (Anambra State)	47.9
	Total sample size studied	**255.5**

Source: Field Survey Computation, 2023

Instrumentation
The instrument for data collection was the questionnaire. The questionnaire was divided into two distinct sections. The biodata of the respondents and the questions bothering on the relationship between the Dependent variable (employee performance) and the independent variables performance appraisal made up of two variables namely appraisal feedback and employee training. A 5-point Likert scale with potential responses ranging from 1 = strongly disagree to 5= strongly agree was used, and the research respondents were requested to answer accordingly. A Likert Scale is a psychometric measurement scale widely used in survey research in which respondents/participants specify their level of agreement with a statement (Jayasudha etal; 2014), the survey method also enable researchers to seek explanation and prediction from respondents to either confirm or validate relationships and generalize to the

existing theories (Leedy and Ormrod, 2013). The content and face validity of the survey instrument were done using a panel of three experts - who reviewed the survey instrument – two professors in the Department of Business Management of Godfrey Okoye University Enugu with a knowledge of human resource management. The remaining was a research consultant with deep knowledge of academic research process. These professionals were selected from outside the study population to avoid conflict of interest and bias in research. They were asked to review the questionnaire questions to ensure the questions were accurate, appropriate and logically sequenced. The experts' recommendations regarding the survey questions were applied to improve the survey instrument. For the reliability of the survey instrument, a test-retest method was utilized, Cronbach Alpha reliability test was performed. For any variable above 0.7 the minimal need, as stated by cohen, (2008), the alpha value of Cronbach Alpha demonstrates a high internal consistency.

Table 3: Cronbach Alpha for two (2) variables Valve

S/N	Variable	No. Of Items	Value
1	Appraisal Feedback	4	0.87
2	Employee Training	4	0.70

Source: SPSS Version 20 Output Result 2023

DATA PRESENTATION AND ANALYSIS

The data collected were presented and analyzed in this section of the study using tables, frequencies and percentages.

Distribution and Return of Questionnaire

Table 4: Responses on Return of Questionnaire

S/N	Selected Firms	Questionnaire Returned	Questionnaire Not Returned	Questionnaire Distributed	Percentage Returned	Percentage Returned
1	SEDI-Enugu	130	21	151	50.8	8.2
2	ELDI Awka	40	17	57	15.6	6.7
3	NEEDI Nenwi	30	18	48	11.7	7.0
	Total	**200**	**56**	**256**	**78.1**	**21.9**

Source: Field Survey, 2023

The respondents' returned copies of questionnaire revealed that 78.1% (200) were fully completed and returned while only 21.9% (56) were not returned. This research's analysis was based on 200 copies of questionnaires that were completely returned.

Demographic Data of Respondents

Table 5: Gender of the respondents

Response option	Number of responses	Percentage (%)
Female	90	45
Male	110	55
Total	200	100

Source: Field Survey, 2023

Table 5, which breaks down the respondents by gender, indicates that 90 people who participated were men (55%), and 110 people who responded were women (45%). This shows that there were more men than women respondents in the sampled organization.

Table 6: Age group of the respondents

Response option	Number of responses	Percentage (%)
21-30 years	70	35
31-40 years	50	25
41-50 years	36	18
51years and above	44	22
Total	200	100

Source: Field Survey, 2023

According to Table 6, 35% of those surveyed were within the ages of 21 and 30, 25% were within the ages of 31 and 40, 18% were within the ages of 41 and 50, 22% were within the ages of 51 and above.

Table 7: Marital Status of the Respondents

Response option	Number of responses	Percentage (%)
Single	120	60
Married	66	33
Divorced	14	7
Total	200	100

Source: field Survey, 2023

According to Table 7 above, 60% of all respondents, or 120 people, were single, 33%, or 66 people, were married, and 7%, or 14 people, were divorced. Single people made up 60% of the poll participants as a whole. This implicitly suggests that the survey participants' marital statuses were single.

Analysis of Research Questions
Table 8: Descriptive analysis of Appraisal feedback

S/N	Items	SA	A	N	D	SD	TOTAL
1.	Employees can use self-appraisal to analyse their abilities and flaws, productivity standards, and areas for enhancement to improve their performance.	106 (53%)	74 (37%)	14 (7%)	6 (3%)	-	200 100%
2.	Feedback from colleagues on employees' productivity aids in self-development, which improves performance.	100 (50%)	80 (40%)	12 (6%)	4 (2%)	4 (2%)	200 100%
3.	Supervisor feedback on employee productivity aids in self-development, which improves performance.	98 (49%)	62 (31%)	16 (8%)	14 (7%)	10 (5%)	200 100%
4.	Customer feedback on employee productivity aids in self-development, which improves performance.	80 (40%)	60 (30%)	40 (20%)	12 (6%)	8 (4%)	200 100%

Source: Field Survey, 2023

From table 8, 106 (53%) and 74(37%) respondent strongly agreed and agreed respectively that they can use self-appraisal to analyse their abilities and flaws, productivity standards, and areas for enhancement to improve their performance. However, 7% were neutral, 3% disagreed and strongly disagreed was none. It is also observed that another 50% strongly agreed and 40% of the total respondents agreed that Feedback from colleagues on employees' productivity aids in self-development, which improves performance, only 2% disagreed and strongly disagreed respectively whereas 6% were neutral. It was also reported that 49% strongly agreed and 31% of those surveyed concurred that their Supervisor's comments on staff productivity are helpful in self-development, which improves performance, 8% were neutral, 7% disagreed and 5% strongly disagreed. It was further observed that 40% strongly agreed and 30% agreed of the total respondents agreed that their customer feedback on employee productivity aids in self-development, which improves performance, neutral were 20%, 6% disagreed and 4% strongly disagreed respectively.

Table 9: Descriptive analysis of Counterproductive behavior

S/N	Items	SA	A	N	D	SD	TOTAL
1.	I have a habit of whining about trivial workplace issues.	106 53%	76 38%	12 6%	6 3%	-	200 100%
2.	At work, I seem to generate more problems than solutions.	102 51%	70 35%	22 11%	6 3%	-	200 100%
3.	I've found myself discussing the negative aspects of my job with co-worker's.	96 48%	78 39%	10 5%	14 7%	2 1%	200 100%
4.	I tend to concentrate on the negative aspects of a work situation rather than the positive.	78 39%	62 31%	54 27%	6 3%	-	200 100%
5	I frequently argue with my co-worker's, managers, or clients.	104 52%	62 31%	24 12%	10 5%	-	200 100%

Source: Field Survey, 2023

Table 9 provides the respondents' perspectives on unproductive behaviours. According to the data, 38% of respondents agreed, 6% were neutral, 3% strongly disagreed, and 53% strongly agreed that they have a propensity of complaining about insignificant job difficulties. According to additional reporting, 51% of the people surveyed said they strongly agreed that at work, they tend to cause more issues than solutions, 35% agreed, only 3% disagreed, and 11% were neutral. In addition, 48% of everyone who responded said they highly agreed with addressing the bad parts of their jobs with coworkers, 39% said they agreed, 5% said they were neutral, 7% said they disagreed, and 1% said they definitely disagreed. In addition, it was noted that 39% highly agreed, 31% agreed, 27% were neutral, and only 3% disagreed and strongly stated that they tended to focus on the bad rather than the positive parts of a work environment. In a similar vein, 31% of the people surveyed said they frequently quarrel with coworkers, managers, or clients, while 52% strongly agreed, 12% were neutral, and 5% disagreed, with none strongly disagreeing.

Test of Hypothesis One
- H_{o1}: Appraisal feedback has no significant effect on contextual performance in NASENI.

Interpretation

The evaluation of hypothesis one resulted in a R correlation coefficient of 0.898, which shows a very good correlation between contextual performance and appraisal feedback. The corresponding coefficient of predictability (R^2), which assesse how effectively independent variables explain dependent variables, indicate that contextual performance may explain 80.6% of the variation in evaluation feedback. Therefore, the Adjusted R^2 is 74.1%. This explains why the independent variables provided in the model can only account for 74.1% of the variance in the dependent variable. The linear regression model's error of estimation, which has a value of approximately 25.6411, is relatively small. The difference between the regression sum of squares 8179.60 and 1972.40 indicate that greater variation in the dependent variable can be explained by the model, proving that the model is not random. The idea behind auto-correlation is that the random variable's (u) subsequent values are temporally independent of one another. Durbin Watson (DW) figures are generally used to determine auto-correlation, which typically suggests that a sizable percentage of the variance in the dependent variable is unaccounted for. The Durbin Watson Statistically only accepts values between 0.2 and 2, though. Given that the Durbin-Watson Statistic of 1.398 is within the permitted range, the model is dependable and devoid of autocorrelation. The model exhibits positive serial autocorrelation, we conclude. So, -45.80 is the constant or intercept. This suggests that there will still be an impact on contextual performance of -45.80 even if all model parameters are set to zero. Other elements that the model does not specify account for this. Despite this, the model's p-value (significance value), which is 0.039, is less than 0.05, making it significant. As a result, the alternative hypothesis is supported and the null hypothesis is rejected. As a result, we deduce that NASENI assessment feedback has a considerable impact on contextual performance.

Table 10: Regression estimate of Hypothesis One (see appendix)

Statistic	model one results
R	0.898
R^2	0.806
AR^2	0.741
error estimate	25.6411
R. sum of square	8179.600
residual sum of squares	1972.400
DW	1.398
C	-45.800
Coeff.	28.600
P-value	0.039

Source: Compiled by researchers from the results of SSPS software, Version 23,2023

Test of Hypothesis Two
- H_{o2}: Employee training has no significant effect on counterproductive behavior in NASENI.

Table 11: Regression estimate of Hypothesis two (see appendix)

Statistic	model two results
R	0.906
R^2	0.820
AR^2	0.761

error estimate	19.8125
R. sum of square	5382.400
residual sum of squares	6560.000
DW	1.486
C	-29.600
Coeff.	23.200
P-value	0.034

Source: Compiled by researchers from the results of SSPS software, Version 23,2023

Interpretation

The R the correlation value of 0.906 supports the finding from hypothesis two that there exists an extremely significant connection with counterproductive behaviour and staff training. The coefficient of correlation (R^2), which gauges how well independent variables explain dependent variables, indicates that unproductive behaviour may be to blame for 82.0% of the variation in employee training. Therefore, the Adjusted R^2 is 76.1%. This illustrates that the independent variables provided in the framework can only account for about 76.1% of the variations in the variable that is dependent. The error of prediction is low with a value of around 19.8125, suggesting that more variance in the dependent variable is accounted for by the model than by coincidence. The regression's total number of squares is higher than the residual sum of squares (which is 6560.00). The model has no autocorrelation, the Durbin-Watson value of 1.486 is within the legally permissible range, and it is trustworthy because it displays positive serial autocorrelation. According to the auto-correlation hypothesis, each new value of the random variable (u) is briefly independent. The constant or intercept is -29.600. This means that even if all model parameters are adjusted to zero, the unproductive conduct remains to have an effect of -29.600. This is accounted for by additional factors that the model fails to mention. While the model's p-value for relevance is 0.034, it is less than 0.05, indicating that the model is substantial. As a result, the alternative hypothesis is accepted, and it is determined that employee training significantly affects NASENI's counterproductive behavior.

DISCUSSION OF FINDINGS

The study focuses on NASENI and examines how performance reviews affect staff productivity. It was noted on all the factors taken into consideration for the analysis to ascertain their relationship that: The first objective led to the finding that evaluation feedback significantly affects contextual performance in NASENI since the model has a mean value (p-value) of 0.039 <0.05. This was in line with the findings of Le Sante, Eaton, and Viswesvaran (2021), who found that people with cooperative and persistent personality qualities do their jobs more contextually and engage in extra-role activities that help to uphold organisational structure. According to Khuda, Bushra, Javed, and Tanveer's (2020) findings, employee task performance, contextual performance, and creative performance are all significantly impacted by how satisfied they are with their performance reviews. According to the findings of Moraa and Datche (2019), employee performance is positively connected with goal setting, performance planning, performance evaluations, and feedback. The performance evaluation approach, according to Sajuyigbe (2017), has a significant influence on how well employees perform. For hypothesis two which states that employee training has no significant effect on counterproductive behavior, the study infers that model has a significance value (p-value) of 0.034 <0.05, it can be concluded that employee training significantly affects counterproductive

behaviour in NASENI. According to Yupono's (2018) empirical research, employee engagement, counterproductive work behaviour, and organisational citizenship behaviour all significantly affect employee performance. The results of Nawaz, Zia-ud-Din, Nadeem, and Din (2018) showed a significant link between psychopathic behaviour and unproductive work habits. This is consistent with Cross's (2018) findings that training enhances performance and commitment to the organizational objectives. The research by Adefope (2017) also showed that the Radisson Blu Anchorage Hotel's employees received a variety of training, although the management team must still consider the training. programme. Given that the scores were widely dispersed throughout a wide range, this runs opposite to Rishipal and Shraddha's (2015) results that counterproductive work behaviour was not consistent.

CONCLUSION

This study has indicated that performance appraisal policy is effective in increasing productivity of organisations and that its ineffective, implementation would result in lazy, bad-tempered, ineffective, and inefficient individuals, which would lower employee performance and productivity in any organization. However, from the empirical findings, the study draws the following conclusion: that in NASENI, assessment feedback has a considerable positive impact on contextual performance and employee training significantly affects counterproductive behaviour. This would lead to employees to become more engaged and attuned to the mission of organizations concerned.

RECOMMENDATIONS

From the results of the research and conclusions, it is recommended that:

1. NASENI needs to promptly share performance evaluations with employees. Additionally, timely/appropriate follow-up on complaints about employees or poor customer service received from divisions of NASENI should be conveyed or implemented right away as this is crucial for ensuring customer satisfaction.
2. Employee training, retraining, and staff development should receive more attention. It is essential because training employees serves as a safeguarding strategy for increased productivity and performance. Additionally, training and skill development should be specifically designed to address the shortcomings of personnel as identified by line managers' evaluations.

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APPENDIX III: MODEL SUMMARY

Model 1: Regression

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. F Change	
1	.898a	.806	.741	25.6411	.806	12.441	1	3	.039	1.398
a. Predictors: (Constant), appraisal feedback										
b. Dependent Variable: contextual performance										

Model Summary[b]

	Model	Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	8179.600	1	8179.600	12.441	.039b
	Residual	1972.400	3	657.467		
	Total	10152.000	4			
a. Dependent Variable: contextual performance						
b. Predictors: (Constant), appraisal feedback						

ANOVA[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B	
		B	Std. Error	Beta			Lower Bound	Upper Bound
1	(Constant)	-45.800	26.893		-1.703	.187	-131.384	39.784
	appraisal feedback)	28.600	8.108	.898	3.527	.039	2.795	54.405
a. Dependent Variable: contextual performance								

Coefficients[a]

Model 2

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. F Change	
1	.906a	.820	.761	19.8125	.820	13.712	1	3	.034	1.486
a. Predictors: (Constant), employee training										
b. Dependent Variable: counterproductive behavior										

Model Summary[b]

	Model	Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	5382.400	1	5382.400	13.712	.034b
	Residual	1177.600	3	392.533		
	Total	6560.000	4			
a. Dependent Variable: counterproductive behavior						
b. Predictors: (Constant), employee training						

ANOVA[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B	
		B	Std. Error	Beta			Lower Bound	Upper Bound
1	(Constant)	-29.600	20.779		-1.424	.250	-95.730	36.530
	employee training	23.200	6.265	.906	3.703	.034	3.261	43.139
a. Dependent Variable: counterproductive behavior								

Coefficients[a]