

EFFECT OF PERFORMANCE APPRAISAL ON SENIOR ADMINISTRATIVE STAFF PERFORMANCE OF TERTIARY INSTITUTION IN NIGERIA

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ABSTRACT

All institutions must adequately address performance appraisal, an essential component of performance management. The aim of this study is to investigate how administrative staff at a private Nigerian university are affected by performance reviews/appraisal. The most important question is how administrative staff at a private Nigerian University are affected by performance appraisal. This study was inspired by the fact that when people work together, they produce results-oriented work. However, when management denies employees access to decision-making participation, prompt evaluation, and a reward package for a good job, performance suffers. The questionnaire was distributed to selected respondents at Bell's University in Ota, Nigeria, using the quantitative research survey. Multivariate statistics was applied as data analysis strategy and the outcome found that self-evaluation, feedback and reward system altogether affect performance of administrative staff. The study implies that performance appraisal are a real way to get the most out of employees' work, or a real way to get the best out of them.

Keywords: Performance appraisal, Self-appraisal, Performance feedback, Reward system, Employee performance.

INTRODUCTION

The current business climate is becoming increasingly uncertain and dynamic, owing to ecological forces such as globalization, advances and development in innovation, and changes in economic situations. The progressions in the business climate anticipate firms to show more noteworthy concern in creating human skill and enjoy a significant advantage over their rivals (Wanjala and Kimutai, 2015). In today's competitive business environment, it is thought that organizations can compete by improving, and organizations may improve by dealing with their HR properly (Rasch, 2004). The human asset framework may be made more feasible by utilizing a thorough and accurate evaluation technique for grading representatives' performances (Collings and Wood, 2009). As a result, the examination framework refers to a capacity within the human asset administration (HRM) that enables businesses to cultivate a skilled workforce. When compelling, the assessment cycle increases people's sense of individual worth and aids in the development of their desires (Zafrullah and Irfanullah, 2017). When discussing hierarchical success, the large task of execution assessment in any foundation of relationships has been critical (Denning, 2001). The success of every organization is determined by how well each worker's performance is evaluated and rewarded. The exhibition examination is a one-of-a-kind and critical component of vocation advancement that includes a standard assessment of the presentation of employees in the organization (Wanjala and Kimutai, 2015).

Exact assessments are critical for assessing enlistment, selection, and preparing methodologies that lead to more improved execution (Cowandy, 2014). Appraisal can determine preparation requirements and, on occasion, guidance requirements. They can also increase representative inspiration through the critique cycle and provide an assessment of working conditions, so further enhancing worker efficiency by empowering main areas of strength for and changing the powerless (Gabris and Ihrke, 2000). Each organization requires a well-equipped workforce to support its efficiency. It is a deliberate effort by the human asset division/segment to examine the strengths and weaknesses of their representatives; the display is related with the activities and also consolidates judgment and assessment procedure (Mollel, Mulongo, and Razia, 2017). Execution evaluation might be characterized as an organized and formal communication

between a subordinate and boss, that typically appears as an occasional meeting (yearly or semiannual), in which the work execution of the subordinate is analyzed and examined, with the end goal of recognizing shortcomings and qualities as well as any open doors for development and abilities improvement (Paauwe and Aid, 2009). The data got through execution examination gives establishments to enlisting and choosing fresh recruits, preparing, and improvement of existing staff, as well as rousing and keeping a quality labor force by sufficiently and appropriately compensating their presentation (Malik and Aslam, 2013; Puranik and Choudhar, 2014).

In the tertiary establishment, similar to some other foundation - evaluation results are utilized, either straightforwardly or in a roundabout way, to assist with deciding prize results. That is, the examination results are utilized to recognize the better performing representatives who ought to get most of accessible legitimacy pay expands, rewards, and advancements. Execution examination manages how organization assesses and gauges its representatives' accomplishment. Execution examination is an efficient assessment of representative's exhibition and their capacity that prompts further development and improvement (Grote, 2002). It assists with distinguishing holes, in the event that any in presentation and it very well may be filled via preparing and improvement. Laying out execution principles, imparting execution norms to workers, performing genuine execution, contrasting genuine execution results and laid out guidelines, discussing results with representatives, and making a corrective move are all part of the performance appraisal process (Tersoo, Hembadoon, and Ekeh, 2018).

According to Abbah (2014), an organization's strength is proportional to how well it achieves its goals. A functioning organization will guarantee that there is a sense of engagement, responsibility, and fulfillment inside the circle of its effect." Major areas of strength for significant inspiration at various levels in an organization are required to make workers fulfilled and focused on their roles. The study of Otsupius and Otisu (2016) used Abbah's (2014) viewpoint that "an organization's performance is determined by how well it achieves its objectives." A functioning organization will guarantee that there is a sense of engagement, responsibility, and fulfillment inside the circle of its effect. To keep employees fulfilled and focused on their jobs, there must be genuine areas of strength for compelling inspiration at all levels of an organization.

Numerous studies have highlighted Nigeria's dramatic drop in organizational performance as a result of a range of variables. Poor motivation, a lack of employee engagement in decision-making, an uncomfortable work environment, significant dysfunctional conflict among organizational members, and insufficient remuneration are all possible factors to these challenges. The persistence of all of these challenges in an organization, according to Barinua and Onyekachukwu (2002), has a detrimental influence on employee productivity because it encourages employees to feel apprehensive about the company. According to Ayo (2008), performance suffers when management denies employees access to decision-making participation; when employees experience role conflict; when employees are treated unfairly within an organization; and when the organization's structure does not allow for adequate worker interaction and communication. This is owing to the fact that in order to maintain or increase overall performance, a company must improve the performance of each individual employee. Consider our current health framework or area in Nigeria. The Coronavirus epidemic has highlighted the issue by highlighting the gaps and inadequacies. Again, our energetic youths in the educational sector, among other sectors, are leaving Nigeria for other nations to strengthen their service delivery to various sectors, however in Nigeria, this has significantly diminished (Barinua and Onyekachukwu, 2022).

When people work together as a team, they may achieve results-oriented performance. However, in addition to its dimension, the research intends to propose a method for improving performance through the performance assessment system. Tertiary institutions employ both academic and non-academic workers to contribute to the overall performance of the business. Despite the fact that numerous studies have been conducted to evaluate employee performance appraisal and job performance, none have been conducted at Bell's University, Ota, where employees, particularly non-academic staff, continue to report varying levels of job satisfaction following the appraisal process. As a consequence, this study was inspired on the influence of performance assessment on senior administrative staff performance at the selected tertiary

institution in Ogun State, Nigeria. The specific objectives are to: investigate how self-appraisal affect performance of administrative staff in private University in Nigeria; examine the effects of feedback on performance of administrative staff in private University in Nigeria; and discover the effect of reward system on performance of administrative staff in private University in Nigeria.

Hypotheses of the Study

The following research hypotheses were stated in null form and would be tested at 5% significant level.

- i. Self-appraisal has no significant influence on performance of administrative staff in private University in Nigeria;
- ii. Feedback does not significantly affect performance of administrative staff in private University in Nigeria;
- iii. Reward system has no significant force to bear on performance of administrative staff in private University in Nigeria.

The emphasis of this study was on senior administrative workers at Bell's University in Ota, Nigeria, because it is one of the leading private institutions in Ogun State and Nigeria as a whole, with a large network of employees. This research is centered on Bell's University in Ota, Nigeria. The organization's target population consisted of 70 workers, although a large number of them would be considered. Equity, expectation, and goal theories were regarded adequate in the debate, and empirical research throughout the world remain understudied. The study is structured into literature, research methods, result and conclusion.

LITERATURE REVIEW

There are numerous theories surrounding performance appraisal, the researcher is of the opinion that equity, expectancy and goal theories (Kellogg and Negros, 2002; Vroom, 1964; Armstrong, 2006) theories are applicable to the current investigation. Fairness simply refers to equity. Workers are motivated when they learn that they are treated fairly when it comes to promotions, compensation, and evaluations. If workers think they are treated unfairly, they work less, according to Hyde (2005). The theory presupposes and demonstrates that people are concerned not only with their own rewards but also with the rewards that others receive in comparison to them; Employees expect fair and equitable compensation for their work contributions; Employees decide what their fair return should be by comparing their inputs and outcomes to those of their coworkers. Finally, employees who believe they are in an unfair situation will try to correct the situation by psychologically skewed inputs and/or outcomes, directly altered inputs and/or outputs, or leaving the company (Goodfaith, John, Solomon and Kenneth, 2021; Barinua and Ezeogbu, 2022).

In order to apply this theory to performance evaluations, it is necessary to strike a balance between the evaluation of an employee's contribution to the job and the compensation and other rewards associated with his success. Employees who are highly compensated and rewarded are more likely to be motivated to perform at their best because doing so improves organizational effectiveness in areas like goal attainment and system approach effectiveness. This theory proposes that employees' feelings of injustice cause them to alter their work practices, which can either make the organization more efficient or less efficient. According to Goodfaith, John, Solomon, and Kenneth (2021), when an employee realizes that he should be paid more, he will either modify his work output to be equivalent to the pay he receives, file a complaint with management for re-negotiation, or leave the company in search of better opportunities. Employees will be motivated to exert high levels of effort when they believe that their efforts will lead to higher performance (expectancy), higher performance will lead to rewards (instrumentality), and rewards are valuable to them (valence), according to Expectancy theory (Vroom, 1964). The implication of this is that, it helps management and employees avoid underpayment and overpayment, be sensitive to inequity perceptions, monitor regularly for inequity, and ensures that sacrifice. This effort will result in a favorable performance evaluation, which will then be followed by rewards from the organization, such as a bonus, salary increase, or promotion, which will later fulfill personal goals (Vroom, 1964).

Performance appraisal has evolved into a strategic tool for increasing employee productivity and organization efficiency. When discussing the success of an organization, the significant role that performance evaluation plays in the establishment of any organization has become absolutely necessary. How effectively an organization evaluates and manages each employee's performance is critical to its success. According to Salau, Oludayo, Omoniyi, and Akinbode (2014), the performance appraisal is a one-of-a-kind and extremely significant component of career development. It involves conducting regular reviews of the performance of employees working for the organization and providing feedback to those employees. Execution examination should be visible as a constant course of surveying and estimating the contributions of each and every worker with the end goal of knowing his/her assets and shortcomings and imparting the outcomes back to the representatives (Salau, Oludayo, Omoniyi and Akinbode, 2014). According to Abu-Doleh and Weir (2007), performance evaluation can also be thought of as an activity that includes evaluating an individual's or another level of performance in order to measure and improve performance that will assist in achieving corporate objectives. Notwithstanding, Stone, Romero and Lukaszewski (2006) thought that Exhibition examination is an expansive idea that covers a lot of exercises that is associated with assess workers and work on their capacity, expertise, capacities through preparing and sufficient prizes (Gupta and Upadhyay, 2012).

According to Gichuhi, Abaja, and Ochieng (2014), performance evaluations aim to clarify the work expectation of employees, enhance employee development, link pay to performance, and evaluate workforce development. The purpose of performance evaluations has evolved from that of a tool for evaluating employees to one in which they are used to reinforce the employees' competent performance and desired behavior. According to Singh, Kochar, and Yüksel (2010), performance evaluation is the single most effective tool for mobilizing employees in order to achieve strategic goals in a sophisticated and well-managed organization. According to Kayode (2016), collaborative performance evaluation and management fosters individual performance, growth, and organizational outcomes.

To demonstrate how the various resources are utilized to produce the desired outcome, productivity is a measure of efficiency. It is a very good and useful tool for assessing and monitoring an employee, organization, or industry's performance (Kayode, 2016). It demonstrates the relative worth of that unit to the organization when directed at a specific point. It becomes the standard by which the effectiveness at work can be measured. It is used to compare the individual, machine, team, and department's work performance effectiveness. It is impossible to determine who is performing well and who is not (the slow performers cannot be identified) if it is not measured. When productivity measures are used correctly, it is possible to determine the source of the issue and how to increase productivity in the problematic area. According to Ajayi and Awoyinfra (2020), managers are interested in productivity as it relates to improving their company's performance. According to Armstrong (2011), one of the primary areas of research is performance evaluation accuracy and fairness. He stated that performance evaluations are the most important method for attempting to gauge an employee's potential and performance in any organization in the field of human resource management. However, he immediately added that the reason for estimating execution isn't just to demonstrate where things are not working out as expected yet additionally recognize why things are going great so that means can be taken to expand on victories accomplished (Mgbemena, Mbah and Ejike, 2015).

According to Kadiresan, Selamat, Selladurai, Ramendran, Kumar, Moona, and Mohamed (2015), the practice of employees participating in specific activities that are connected to their workplace is known as "organizational involvement." Workers who invest in the company and worry that they will lose their jobs if they are disconnected from their work are to blame for this. Hierarchical commitment is viewed as a device that not just interfaces workers with the objectives of their association, yet additionally makes a sensation of appreciation and acknowledgment of these particular objectives, turns into an individual from the association and supports them. (González-Morales and Neves, 2015). Get ready for your significant efforts. Participation in organizations is required to join a psychological perspective. In this sense, it has been portrayed as a mental approach to associating individuals to their association, rousing them to

accomplish more serious work, empowering them to utilize the association's qualities, efficiency, and viability with beneficial outcomes. According to Payne, Horner, Boswell, Schroeder, and Stine-Cheyne (2009), researchers and organizations alike placed a high value on the performance of those who performed their duties.

Researchers have been looking for various strategies to boost employee performance. According to Hamukwaya and Yazdanifard (2014), recruitment is the behavior of employees in relation to the organization's goals because of its straightforward definition. A variable with numerous dimensions, components, and characteristics is performance. According to Carefoot (1990), the execution assessment scheme and employee evaluation procedures are crucial to the company's overall success. This is due to the fact that employee participation in performance reviews, constant feedback from superiors, and clear goals can all contribute significantly to the achievement of the company's overall objectives. The performance evaluation system helps organizations identify heroes for identification and poor performance of encouragement when used correctly (Vasset, Marnburg, and Furunes, 2011). Institutions may only be able to perform well if they implement policies or mechanisms that differentiate between employees who work hard and those who have experience. Organizational efficiency can be enhanced by making the appropriate distinction between good and bad performance. An efficient and effective classification system can benefit the employee and the entire organization in significant ways. According to Carefoot (1990), the manager will gain insight into both the anticipated and actual performance if he conducts regular evaluations of his own performance.

As a result, superiors' working relationships with subordinates will improve and novel ideas will be generated. Despite the widespread adoption of performance evaluation systems in this millennium, it is essential to keep in mind that the performance appraisal concept is not brand-new. Indeed, researchers have been interested in the topic of performance evaluation for more than seven decades. Consequently, numerous authors have investigated a variety of performance evaluation topics (Balyi and Hamilton, 2004). For instance, the majority of experimental and theoretical research conducted prior to the 1980s focused on reducing performance assessment bias by improving the system's psychometric properties. Harmonizing the classification scale was the focus of research in the 1960s and 1970s. Some of today's forms developed as a result of this. The "Behavior Monitoring Scale (BOS), Behavior Based Classification Scale (BARS)," and a mixed scale are two examples of these contemporary formats. Expert training to reduce valuation bias is one of the other relevant research areas (Vinesh, 2014).

Series of empirical studies have been gathered to illustrate the effect of performance appraisal on employee performance. Oghenevwegba (2022) investigated how the Nigerian telecommunications industry's performance appraisal system (PAS) affected employee performance (EMP): an investigation into MTN Nigeria Plc in Asaba, Delta State. Employee performance was found to be positively correlated with established performance standards, communicating performance expectations, measuring actual performance based on established standards, discussing appraisal results, and providing feedback and indicating corrective actions. Odunayo (2022) decided the impact of execution assessment on worker efficiency in deposit money banks in Lagos State utilizing an overview research plan. Using a questionnaire, primary data were gathered for the study. The results of the study, which were analyzed using the ordinary least square regression model, demonstrated that conducting performance reviews, peer review and managerial review have significant impact on employee productivity. Onwudinjo (2022) used the Nigerian Bottling Company and Seven-Up Bottling Company Plc in Edo State to investigate performance evaluation and the viability of corporate businesses. The study found and comes to the conclusion that performance evaluation has a positive and significant impact on the survival of corporate businesses in Nigerian Bottling Company and Seven Up Bottling Company, both located in Edo State.

Nvene, Yusuf, and Shuaibu (2022) looked at how performance reviews affected how productive employees in Abuja's Federal Civil Service were. Ordinary least square relapse model was utilized to evaluate the nature and level of connection between subordinate variable and autonomous factors. The study's findings indicate that performance evaluation has a significant impact on employee productivity and performance.

Barinua and Ezeogu (2022) investigated the connection between the effectiveness of an organization and the performance appraisal system. The study found that the use of a performance evaluation system improves the efficiency of an organization. The review reasoned that the idea of execution evaluation framework as utilized in this work can assist the board of associations with bettering comprehend how to manage execution issues among individual and social scene, accordingly improving firm viability while directing business. Ismail, Salahudin, Jaes, Yusoff, Xin, and Alhosani (2022) measured the level of performance, motivation, and satisfaction among ABC Sdn. employees in order to ascertain how the performance appraisal system affected these factors. Bhd. is situated in Selangor. The primary finding of this study was that there was a positive relationship between the performance appraisal system and employee performance, motivation, and satisfaction, as well as levels of high and moderate satisfaction. Additionally, this study demonstrated that the performance evaluation system has a significant impact on employee performance, motivation, and contentment.

Araby and Madbouly (2021) identified the effects and outcomes of the Omani public and private organization's employee appraisal system on employees and institutions. It found high viability of the evaluation frameworks carried out in their establishments towards the advancement of individual profession of workers and the accomplishment of the associations' goals. The impact of a different performance appraisal system was not found to be significantly different. Muriuki and Wanyoike's (2021) study of performance appraisal and employee performance used training and development as the parameter, desk review, and expectancy theory, which supports the construct of performance appraisal and employee performance, as its foundation. The study found that performance reviews have a significant impact on employee performance. The relationship between the News Agency of Nigeria, Abuja's employees' productivity and employee performance reviews is investigated by Ajayi and Awoyinfa (2020). The result demonstrated that the News Agency of Nigeria's performance evaluation had a positive and significant relationship with employee productivity.

Eke (2020) looked into how employee performance was affected by performance reviews in a Nigerian company. The study concludes that the workforce must be thoroughly considered when developing the performance evaluation system and that employees are the organization's most valuable resource. As a result, it demonstrates that employee performance has been significantly and clearly affected by performance reviews. In the Federal Ministry of Education Headquarters in Abuja Nigeria. Binta, Muhammad, Ahmed, Bazza, and Magaji (2019) investigated the effects of performance reviews on employee productivity. The findings showed that employee feedback and performance evaluations had a positive and significant impact while compensation and training have positive but insignificant effect on employee productivity.

The topic of performance evaluation and employee productivity and performance is not new to the literature on performance management. Until now, a variety of academic works have been written about the idea all over the world, all of which have concluded that employee productivity and performance are influenced by performance evaluations that have been in place at various times. There is sufficient evidence to support the contention in Nigeria's deposit money banks (Odunayo, 2022); industry of service (Ajayi and Awoyinfa, 2020; Oghenevwegba, 2022); manufacturing industry (Eke, 2020; Onwudinjo, 2022); government parastatals (Binta, Muhammad, Ahmed, Bazza and Magaji, 2019; Nvene, Yusuf and Shuaibu, 2022), despite the lack of evidence from higher education institutions. According to Okolocha and Baba's (2016) findings, there is a significant connection between employee commitment to work and performance evaluations; Additionally, there is a strong correlation between employees' motivation and performance evaluations at tertiary institutions in Kogi State. On the other hand, Akinyele (2010) discovered that multi-rating performance evaluation systems used in private universities are only effective when staff members involved in rating and evaluating are trained. He came to the conclusion that private university performance evaluation systems are merely formalities and not effective. This demonstrates that the findings are flawed, with inconsistent, inconsistent, and mixed results that could be attributed to the scope, data source, model, and estimation tests. As a result, it is necessary to conduct additional research on the impact of the

performance appraisal system on administrative staff at private universities in Nigeria. It's also worth studying to learn about the differences between the Nigerian public and private institutions' appraisal systems. In addition to the fact that, to the best of the researcher's knowledge, few studies have been conducted at private universities in Nigeria, the researcher is curious as to why Bell's University, one of the highest-paying private universities in Nigeria, has not received empirical documentation on the topic in the literature, necessitating a discussion centered on Bell's University, Nigeria.

RESEARCH METHODS

Design, Population, Sampling and Sampling Technique

A descriptive research approach will be used to investigate performance appraisal and performance of administrative staff of private Universities in Nigeria. The quantitative research method was chosen for this study because it emphasizes the use of questionnaires to collect data from respondents or volunteers. The study comprises the entire workers in the organization which were numbered to be 740. Nonetheless, it becomes impossible to accommodate the entire workers in the system, hence, the need to focus on senior administrative staffs which has a total member of staff of 70. The sampling size was achieved through the model proposed by Taro Yamane model (1967) to arrive at 60. Therefore, sixty copies of questionnaire are administered to the members of senior administrative staff in Bells University, Ota, Nigeria.

Data Collection, Description of the Model and Data Analysis

The main source (questionnaire) was arranged according to each objective. Questions were adapted from Nvene, Yusuf and Shuaibu (2022). Each segment has 5 likert scale that varies from strongly agree-1, agree-2, undecided-3, strongly disagree-4 to disagree-5. Following the model specification of Nvene, Yusuf and Shuaibu (2022), the study adapted the model to investigate the impact of performance appraisal system on administrative staffs in private Universities of Nigeria:

Accordingly, the proposed model for the study is depicted as follows:

$$EMP = f (SAP, PFB, PRS) \tag{1}$$

Where: Performance of Employees are represented by EMP; Self appraisal are represented by SAP; Performance feedback are represented by PFB; Performance reward system are represented by PRS. SPSS programming was used to dissect the information. Hypotheses 1-3 as earlier stated in previous section was examined and tested with the help of multiple regression tests. As a result, the notational form of the equation reads as follows:

$$EMP = \beta_0 + \beta_1 SAP + \beta_2 PFB + \beta_3 PRS + e_t \tag{2}$$

Where: $\beta_1 - \beta_3$ are beta coefficients; β_0 is the constant; The error term is e_t .

RESULTS AND DISCUSSION

This section presents the investigation and data analysis findings.

The hypotheses test is covered in this section. So far throughout the study, three (3) research hypotheses are raised and tested through t-test of multiple regression analyses which suggested that 1. self-appraisal, 2. performance feedback, and 3. reward system have no significant influence on administrative staff performance at Bells University of Technology, Ota, Ogun State, Nigeria.

Table 4.2 shows that the correlation value for the model summary of the regression analysis was 0.875. According to the findings, employee performance is closely connected with the independent variables, self-appraisal, performance feedback, and incentive system. The R², or quality of fit, is also 0.765, or 76.5, as seen in the table. The table's major argument was that self-appraisal, performance feedback, and incentive system are independent factors that account for 68.7% of changes in administrative staff employee performance. Furthermore, the 68% adjusted R square described the relevance and contributions of each explanatory variable to the dependent variable. That is, self-evaluation, performance feedback, and the

reward system have a 68% impact on administrative staff performance, while the stochastic error term—other variables outside the regression model—has a 32% impact. The ANOVA indicated statistical significance with an F-value of 23.670. The outcome is supported by the f-(probability) of 0.00, which is less than the 0.05 basic level. As a result, the evaluation indicated that the entire model is massive and far from vulnerable.

The study's findings reveal that the self-appraisal of administrative employees at Bells University is considerably and positively changed. Administrative staff performance will improve by roughly 98.3% with a 1% improvement in self-appraisal. As a result, the first hypothesis stated that self-appraisal had a large and favorable influence on administrative staff performance in a private institution in Nigeria. Performance feedback had a significant value of 0.299, indicating a favorable link with administrative staff performance in a private university in Nigeria. This means that a 1% increase in performance feedback will considerably and positively boost administrative staff performance by 29.9%. As a result, it is fair to conclude that performance feedback greatly motivates administrative personnel at a private university in Nigeria. The coefficient of reward system has a value of 0.328, suggesting that administrative staff performance was considerably and favorably impacted in a private university in Nigeria. As a result, an increase in the system of rewards will result in a 32.8% rise in administrative staff performance. As a result, the study showed that the system of rewards had a favorable and significant influence on administrative staff performance in a private university.

Table 4.1: Regression Analysis

Model Summary					
R	R Square	Adj. R Square	F	Sig	
.875 ^a	.765	.687	23.670	.000	

- a. Dependent Variable: Performance of administrative staff
- b. Predictors: (Constant), Self-appraisal, Feedback, Reward system

Regression Results						
Model	B	Std. Error	Beta	t	Sig	
(Constant)	1.455	1.194		6.219	.000	
1 Self-appraisal	.983	.333	.570	2.950	.006	
Performance feedback	.299	.122	.345	2.451	.020	
Reward system	.328	.139	.278	2.362	.024	

Source: Field Survey Report 2023

Impact of Self-appraisal on Performance of Administrative staff in Private University in Nigeria

The first test of the hypothesis discovered that self-appraisal had a substantial and favorable influence on administrative staff performance at Bells University in Ota, Nigeria. Employee contributions to company goals are the subject of self-appraisal. Employees are given the chance to voice their views and expectations in order to accomplish the company's strategic goals through performance evaluation. A successful assessment system may boost employees' motivation and performance, allowing them to accomplish specified tasks or meet or surpass certain performance goals. Performance assessment improves their production (Fang and Layraman, 2022). Self-appraisal is therefore an important tool in an employee's toolbox for determining how well or poorly he or she is performing at work, particularly in determining the

value he or she has made to the firm. As a result, in order to satisfy the company's objectives and goals, employees must use the self-appraisal system on a frequent basis.

Impact of Performance Feedback on performance of Administrative Staff in Private University in Nigeria

Unquestionably, performance feedback has a large and significant impact on the performance of administrative employees in private universities in Nigeria. This indicates that there is a high level of communication between employees and supervisors/heads of departments, which has resulted in high levels of employee performance (Cardy and Leonard, 2011). Employees can learn what is expected of them and the repercussions of their performance via performance appraisal. They should ideally receive objective and analytical evaluation on their performance. Similarly, employee performance feedback was found to be favorably associated to productivity (Oghenevwegba, 2022). This suggests that performance evaluation is beneficial to organizational personnel productivity. This can directly raise the company's profitability, as Nwanolue, Obiora, and Ezeabasili (2018) discovered in Chukwuemeka Odumegwu Ojukwu University's study that assessment leads to improved employee performance. A successful assessment approach may increase employee engagement and performance, leading to the achievement of particular targets aimed at achieving corporate goals.

Impact of Reward System on Performance of Administrative Staff in Private University in Nigeria

According to the third hypothesis, the incentive system at Bells University of Technology, Ota, Ogun State, Nigeria, influences administrative staff performance favorably and considerably. So far, the outcome is unsurprising because it supports the premise that an acceptable incentive system is in place. It might also imply that tangible rewards boost motivation when they are given to people for completing tasks or meeting or exceeding performance targets. Individual differences in achievement should be recognized in reward systems, as should the necessity of cooperation. Employees might be paid for exceeding productivity targets. The manager's ability to formally acknowledge strong employee performance leads to increased job motivation. When good performance is recognized and subsequently rewarded, the likelihood of it occurring again increases, but bad performance is discouraged or even penalized to reduce the likelihood of it occurring again (Odhiambo, 2015). The study also agreed with Abbas and Cross (2019) and Nvene, Yusuf, and Shuaibu (2022) findings that reward systems had a substantial influence on employee performance.

CONCLUSION

Separately, it was demonstrated that self-appraisal ($t=2.950$, $P 0.05$), feedback ($t=2.451$, $P 0.05$), and the incentive system ($t=2.362$, $P 0.05$) all had a positive and statistically significant influence on administrative performance of staff at Bell University Ota in Nigeria. This is one of the reasons why employees have remained dedicated, consistent, and faithful to their jobs rather than settling for less work or doing a second job elsewhere. The discovery that performance evaluation indicators such as self-appraisal, feedback, and a reward system have a positive and significant impact on the performance of Bell University's administrative employees in Nigeria serves as the foundation for the conclusion of Chapter 5. This shows that the adaptability of multiple performance evaluation methods may increase employee motivation to operate more efficiently and effectively, hence improving performance. The survey supports Nvene, Yusuf, and Shuaibu's (2022) and Fang and Layraman's (2022) empirical findings that self-appraisal, feedback, and incentive systems have a major influence on administrative personnel at Bells University in Ota, Nigeria. The study implies that performance evaluation should be enhanced to provide persuasive independent guidance. This can motivate employees to complete their assigned tasks and go above and beyond their usual work performance.

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