

REVIEW ARTICLE

Impact of performance evaluation system on employee performance in Nigeria local government administration: A Study of Ukwuani local government administration of Delta State Nigeria

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Abstract

The study investigated the impact of performance evaluation system on employee performance in Nigeria Local Government Administration: A study of Ukwuani Local Government Administration (LGA) of Delta State, Nigeria. The research looked at impact of performance evaluation system such as Established Performance Standards (EPS), Communicating Performance Expectation (CPE), Measuring Actual Performance of Employee Based on Established Standards (MAPEBES), Discussion on Evaluation Result and Giving Feedback, (DERGF) and Decision Making(DM) on Employee Performance of LGA in Nigeria. The study used survey research design to collect data from targeted respondents. A total sample size of 195 was determined using Yaro Yamane's formula. The data was analyzed using simple percentages, descriptive statistics and correlation matrix was used to determine relationship that exists between the independent and dependent variables. The hypotheses were tested using multiple regression analysis through SPSS 23. The study discovers that EPS, CPE, MAPEBES, DERGF and DM has significant and positive effect on employee performance in LGA in Nigeria. The study recommended that LGA in Nigeria should uphold and magnify their established standards so as to bring about better employee performance. LG top managers should be able to relate how well their staff is doing on the task assign to them as this would enable them to build on their areas of weakness. Mechanism should be put in place to evaluate if actually the output of LG staff is in line with established standard and to reward accordingly. Also, the outcome of how well LG staff performed should be related to them so as to bridge noticeable gap in performance. Finally, making of decisions in this level of government should be encompassing and accommodative in order not to slow down performance of the employees.

Key words: Performance-Evaluation-System; Local-Government; Employee Performance

Introduction

The essence of administration of any nation among other things is to protect, provide social amenities and lay down policies that lead to an improved standard of living of her citizenries. In most democratic societies, the best strategy of achieving the purpose of government is by devolution of authority to other segment such as the states, local government and other governmental agencies of government.

Nigeria being a democratic state has three layer of government which are central, States and Local Government. Each federating unit derived its power and authority from the constitution. The Local government been a federating unit is very crucial to the attainment of governmental goals because it is the government of the grassroots which is saddled with much responsibilities and derived it authority from the constitution as well. The main goal of every organization is to exploit employee performance, which is often referred to as organizational performance or employee performance.

Employee performance is always suitable; supervisory standards, knowledge & skill, commitment, and performance review are all impactful to growth and development. Performance evaluation is described as a systematic process that aids in assessing previous and current workers' output and finding candidates for future development and career advancement within a business (Igbojekwe, & Ugo-Okoro, 2015).

Performance evaluation system has been defined as the process of figuring out how well a person is performing at work, communicating that information to them, and ideally developing plan for enhancement. These definitions show what happens when a performance evaluation system (PES) is successfully implemented in a company staff members will be able to comprehend how well they are performing as well as what is anticipated of them in the future in terms of effort and task direction using a set-up plan for performance improvement. Performance evaluation is frequently used to evaluate and assess employee competency and potential. Performance evaluation can be regarded of as a broad word that encompasses a variety of actions used by firms to assess personnel, develop their competence, improve performance, and award rewards. In a similar vein.

Performance evaluation has increasingly become a part of a more strategic approach to integrating human, Anso in (2014) affirms that performance evaluation has evolved into a tool for promoting organizational growth and professional development. Performance reviews, a continuous process, are used throughout the organization to identify, evaluate, and improve employee performance. This process includes a number of processes, including determining an employee's skills and shortcomings, providing them with regular feedback, and offering them options for career advancement, Discussions and reviews of employees' performance on assigned tasks and duties. It is bent on the outcomes that employee attains in the course of their employment rather than their personality traits. Also, it is thought that performance evaluation is a method for figuring out how each employee's performance can be improved in order to contribute to the overall success of the company (Sajuyigbe, 2017). A regular or systematic examination of an employee's performance on his or her current work as well as in reference to potential future positions is known as a performance evaluation. It assesses and monitors the outcomes of employees' performance, highlighting their shortcoming and prospect so that they can get better over

time. A good assessment system is essential for organizational personnel monitoring. The effectiveness of the company is mostly dependent on an effective evaluation system. The primary goal of performance evaluation in an organization is to increase employee productivity. As a result, Performance Evaluation provides sufficient feedback on how employees are performing by exposing them to knowledge and the results of their work; avenues for participation in task and goal setting; and clear and attainable organizational goals. Abbas & Cross, 2019 also support this view that by carrying out these activities, the organization's productivity will increase as employees' performance improves.

For there to be even development in the world of globalization, authority and function must be devolved or decentralized. This is the case in Nigeria, which has constitutionally decentralized power to Local Government as a tier of government. Public administrators, political scientists, writers, and scholars have all defined local government in different ways. It could be viewed as a political authority, it was specifically established by law so that local communities within a certain region can be organized to handle their own affairs within the parameters of the law that established the authority. Okoli (1983) asserts that it is a process of power devolution to the local government for the provision of local services. Local Government it is a grassroots government created to be a "instrument of rural transformation." In order to serve local or rural interests by fostering democratic integration, economic growth, and social development among local citizens, the Local Government was specifically established and granted legal recognition as a government branch. Local government management as a result became very significant to people and organizations inside a state.

This suggests that local governments are crucial to the delivery of public services and the accomplishment of international development objectives. The principle of democracy can be implemented by offering people the chance to engage in governance and development through devolution of power to local governments, which expands their duties, resources, and capacity. Currently, the local government handles tasks including social administration, public services administration, market oversight, economic coordination, and more. Aroghene and Imene (2022) noted that Government support is related to the

level of awareness given by it to the masses hence local government is so important to the rural populace.

Despite an acclaimed effective performance evaluation system, many government agencies have low productivity. Many Nigerian firms are suffering from poor productivity and performance as a result of inadequate evaluation systems. PE is viewed and practiced solely in terms of its evaluating aspect, ignoring its application in enabling worker growth and development through training, coaching, counseling, and feedback of assessment information. Many government agencies' inability to implement an effective performance evaluation strategy has hampered their ability to gain a competitive advantage. Furthermore, it has been observed that the performance evaluation process at the Local Government Council has a few major flaw, such as a scarcity of employees participation in setting organizational goal that explain the organizational expectations & goal, as well as a lack of feedback to employees regarding performance evaluation results. In Nigeria, there is still debate over whether performance evaluation systems improve or degrade employee performance. The relationship remains contentious, contradictory, and inconclusive. These studies have not yielded definitive and interpretable results as to whether performance evaluation systems create or destroy employee performance; additionally, there have are few recent studies that have examined the impact of performance evaluation systems on employee performance in the Local Government Administration in Nigeria. This means that the impact of the performance evaluation system on the employee performance of the Local Government Administration in Nigeria is still unknown; this is the gap that this study aims to fill.

The work sought to investigate the impact of a performance evaluation system (established performance standards, communicating performance expectations, measuring actual performance of employees based on established standards, discussion of evaluation results and feedback, and decision making on employee performance in Delta State, Nigeria. Sequel to the objectives research questions was raised while the following hypothesis was formulated:

Establishing performance standards in organization has no important impact on employee performance in Local Government Administration in Delta State, Nigeria.

Communicate performance expectation to employee within local government has no important impact on

employee performance in Local Government Administration in Delta State, Nigeria. Measuring actual performance of employee based on APER standards has no important impact on employee performance in Local Government Administration in Delta State, Nigeria. Discussing the evaluation and giving feedback has no important impact on employee performance in Local Government Administration in Delta State, Nigeria. Decision making has no important impact on employee performance in Local Government Administration in Delta State, Nigeria.

Literature Review

Conceptualizing Local Government (LG)

The concept of local government (LG) doesn't really have a "one size fits all" meaning. This definitional minefield has received attention in the investigation. For illustration, Aransi (2017) pushes the notion that different people interpret local governance in different ways. The 1976 LG Reform Guidelines definition of LG in Nigeria is among the best-articulated, notwithstanding the wide range of definitions. The definition of local government given in the recommendations is "government at the local level carried out by representative councils established by law to carry out specific functions within the defined boundaries." (Federal Republic of Nigeria, 1976). LG as "public sector institutions at the lowest sub-national level of government, legally and constitutionally recognized, and required to perform certain functions at the community level." According to Awa, LG is a political organization created to decentralize political power. (1976). Iyoha, Ubhehin, and Aiya (2005) define LG as the power that local citizens have to handle their own problems. Local government, according to Adamolekun (1983), is the bureaucracy in charge of preparation, coordinating, and direct the conduct of limited affairs. According to Awa (1976), the goal of municipal government is to decentralize political power. LG, according to Iyoha, Ubhehin, and Aiya (2005), is management of grassroots issues by the citizens of a certain locality. According to Adamolekun (1983), LG is the bureaucracy responsible for planning, managing, and directing the conduct of local affairs.

LG must have requisite political clout and power to reign over a certain territory. According to Asaju, a LG is managed by democratically elected officials and be a

distinct legal entity from state & federal governments. (2010). LG must have adequate autonomy to carry out a variety of activities as well as specific authority to carry out a number of responsibilities that are given to it by law. Local government, according to Emezi (1984), is a type of local government within settlements that is intended to preserve law and order, offer a limited amount of social facilities, and encourage collaboration and interaction among residents in order to improve living conditions. It provides the community with a official governmental structure so they can efficiently handle their affairs for the good of all. The term, which has some colonial antecedents, is based on Emezi's definitions. Emezi prioritized maintaining law, order and providing a narrow range of services.

In spite of earlier conceptions of LG generally defining local government as a political and administrative institution with suitable governance structures for managing the affairs of people at the grassroots level, not all political structures for the provision of governmental services at the grassroots can be considered to be LG. LG must possess the required political clout and authority in order to reign over a certain area. Asaju contends that a LG must be a separate legal entity from the state and federal governments, be governed by democratically elected officials, and follow its own set of laws. LG required specific skills to carry out a variety of activities that had been entrusted to it. It is permitted by law and has considerable authority to carry out a wide range of responsibilities, including the planning, design, and implementation of programs, initiatives, and rules and regulations based on local needs.

Conceptualizing Performance Evaluation System (PES)

There are many academics and researchers who have defined the idea of performance evaluation (PE) or performance evaluation systems (PES) in different ways. In general, performance evaluation systems involve conscious effort that are performed to appraise, trail, and improve employee effectiveness additionally to boost overall success of the organization (Agyenim-Boateng 2006). It involves evaluating each employee's performance and considering how it may be enhanced to support overall business performance (Grubb 2007). PES are focused on identifying employees' weaknesses and strengths so that improvements can be made to their

abilities and competencies for improved results (Aguinis, 2007).

In general, PES involve is geared towards appraising, track, and improve employee effectiveness as well as to increase the overall success of the organization (Agyenim-Boateng 2006). It is a process of evaluating each employee's performance and considering how it may be enhanced to support overall business performance (Grubb, 2007). PES are focused on identifying employees' weaknesses and strengths to enable improvements to be made on their abilities and competencies for improved results (Aguinis, 2007). Jafari et al. (2009) assert that PE is an essential part of administration as a whole and that it is the process of developing judgments about an employee's performance that serve as the basis for reasonable and unbiased recruiting decisions. Exercises in the PES evaluate employees' feat according to their perceptions and evaluations of their coworkers, superiors, other managers, customers, other stakeholders, and even themselves. (Jackson & Schuler, 2003). It is imperative for all businesses, whether for-profit or charity, to communicate to employees in clear terms what specific tasks they should complete in order to ensure that performance evaluation systems are successful and efficient. (Atiomo, 2000). Aroghene (2022) said that ineffective governance processes and boards of directors' inability to act in the organization's stakeholders' best interests are to blame for the underperformance of many financial organizations.

For this investigation, PE is defined as the process of setting performance goals for employees, tracking their progress toward these goals by evaluating their strengths and weaknesses in order to identify the steps that need to be taken to improve their performance capabilities and, ultimately, meet their performance expectations by helping the government fulfil its duties.

Theoretical Framework

Several theories have been established by academics & LG administrators with the goal of making local government very clear. These theoretical viewpoints have either attempted to justify the existence of local government or have analyzed the nature of local politics. They have also delved into the theoretical field of what functional duties LG are expected to carry out. Overall, it is hoped that the ideas would aid in improving knowledge of local politics. To explain local government,

performance evaluation system on employee performance of LG administration in Delta State, Nigeria, the study used localism theory, goal-setting theory, efficiency theory.

Localism Theory

The localism theory is used in this study to explain why local governments in Nigeria have failed to promote effective grassroots development. Numerous authors have written extensively on localism, with Jenkins, Boyle, Hartwich, Ibietan, and Ndukwe among them. Their beliefs center on the effectiveness of local institutions or governments at subnational levels in advancing grassroots development and governance. Because localism emphasizes the significance of local public participation in decision-making, it is incompatible with centralization. Localism assumes that government at the subnational stage should have the authority to decide local activities and engross in local concerns. Given the current situation's patterns of central/state-local ties, localism turns into a farce. In such a case, the ability of local entities to make independent decisions is likely to be jeopardized. Thus, in political contexts where other levels of government exercise powers that should be delegated to local government. Many writers have explained the importance of LG as the best administrative design for promoting localism's ideals in governance and development. To justify the existence of local government, Ola (1984) presents three schools of thought. This school of thought has been employed as an analytical framework by numerous writers in various studies on LG in Nigeria over the years. The advantages of localism as a system of local government are affected by each of them. According to the first school of thought, LG is required for political reasons. This point of view claims that LG acts as a genuine platform for promoting and increasing chances for citizen engagement in public issues. There is a common idea that local government personnel assist in preparing residents for greater duties at the national level in addition to encouraging public engagement in government, which is essential for accountability and resource mobilization. (Ola, 1984; Ibodje, 2000).

As a result, this theory is critical to the study's examination of the role of LG employee performance in actualizing the purpose of LG administration in Nigeria. Because local government is grass-roots government, the localism theory will examine the impact of discussing

evaluation results and providing feedback on the performance of LG Administration in Nigeria.

Goal-Setting Theory

In 1968, Edwin Locke put forth the goal-setting idea. This notion contends that an employee's personal objectives are a significant factor in what motivates them to work harder. This is a result of the workers' ongoing pursuit of their goals. If these goals are not achieved, they either increase performance or change the goals to make them more achievable. (Salaman, 2005). This highlights the value of a system for evaluating performance. Employee performance goals are established through performance evaluation. When these particular objectives are accomplished, employee performance is impacted, which then has an impact on the organization's overall effectiveness.

This suggests that organizations are more likely to be successful than those who do not use established performance standards for the use of APER in setting specific goals that are also within their attainment, if they use APER to set specific, attainable targets or goals for their employees. As a result, this theory investigated the impact of established performance standards in LG on employee performance in Delta State, Nigeria's LG Administration. According to the goal setting theory, which is brought out in *Measuring Actual Performance of Employees Based on Established Standards*, the most effective performance is predicted to occur when goals are precise and difficult, when they are used to assess performance, and when they are connected to feedback on results.

Efficiency Theory

William Mackenzie and Sharpe are two of this school of thought's leading proponents. The objectives of local government, as defined by researchers in this line of thought, are to cater to the people and develop local roads, maintain peace, supply water, build community health facilities, and other similar things. They also include providing locally tailored services to the populace at large. The provision of effective services to the general public at the local level is stated to be the essence of local government. This institution emphasized that local

government's obligations should be justified because it is the most accessible to the populace. The local government's resources, power, and time are anticipated to be used up providing services to the local population.

The primary justification offered by this institution is that local governments exist to ensure that inhabitants receive effective services. (Kafle and Karkee, 2003). The notion holds that the purpose of local governments is to represent and bring together the needs and goals of the populace in order to deliver better and effective services. Additionally, it makes the case that the people's primary and important concerns are the recognition and expression of the problems that impact them as well as the discovery of workable solutions. Local government council members are better able to identify the requirements of the populace and provide practical solutions for ensuring their wellbeing because they are locals. To evaluate and assess employee performance in terms of reaching a predetermined goal, the efficiency theory was applied. In light of the efficacy of Local Government administration in Nigeria, this theory would enhance the appraisal of LG personnel.

Empirical Review

The topic of "impact of performance evaluation on employee's productivity" was the main concern of Abbas and Cross (2019). As a case study, this study was conducted at Nigeria Breweries Plc to guarantee high productivity of the organization's goods and services. In order to evaluate employee performance within the firm, it also looks into employee advancement, motivation, placement, training, and job satisfaction. Chi-Square analysis and percentage distribution are the two methodologies applied in the study. The research study had a deadline, and it was adequately planned for the costs involved in carrying it out and finishing the project's job. A high performance of employees productivity, retraining, and consistent training will be provided to those taking part in the evaluation program, according to the study survey's findings. The conducted study's ultimate finding is that implementing administration by objectives as a mechanism to measure worker efficiency was statistically significant. The study advises firms to boost staff productivity by evaluating employee performance in its findings and conclusions. For measuring performance and evaluating personnel, the

organization ought to incorporate achievements, goals, control of time, organizational goals, and efficiency in order to boost employee productivity.

Mandara, et al. (2019) looked into the effect of performance reviews on staff output in the Federal Ministry of Education's Abuja headquarters. The study's sample size, 400 respondents of Abuja headquarters of the Federal Ministry of Education, was determined using the Taro Yamane method. A standardized survey was utilized to collect the study's data, and descriptive and OLS analyses were performed to look at the findings. The results show that the coefficients of evaluation performance and employee feedback had a favorable and significant impact on staff productivity during the study period. The employee training and compensation coefficients had a positive, albeit minor, impact on staff productivity over the research period. According to the coefficient of multiple determination R^2 value of 0.687 percent, employee compensation, training, and feedback accounted for 68 percent of the total variation in employee productivity. The report recommends utilizing a variety of evaluation techniques to better increase objectivity and eliminate prejudice in the Ministry's evaluation of employees. Aroghene and Ikeora (2022) impact of NPL CAR and Corporate Governance, using internal control measure in stability of banks in Nigeria Considering that internal control improves business equilibrium, regulatory and supervisory agencies should pay special attention to institutions to make sure they adhere to the rules of corporate governance. Agyare, Mensah, Aidoo, and Ansah (2016) Employee motivation to attain organizational goals is largely influenced by performance review. The study looked at how performance reviews affected commitment from employees and job happiness. 200 samples were chosen at random from a Ghanaian microfinance organization for the study, which used descriptive research. Data collection involved using a questionnaire. The study's conclusions show that fair employee assessments by management increase employee happiness. The researcher defines the job of the personnel, as well as the remarks made about their performance, and links favourable ratings with promotions. The research also discovered that improving employee evaluation skills, recognizing training gaps, connecting compensation and salary assessments, including staff in the creation of assessment tools, and linking salary and compensating assessments all have a beneficial effect on job commitment. In order to motivate employees to

accomplish organizational goals and help them understand the value of performance evaluation, the researcher advised organizations to conduct training programs for those who need them. She also advised to improve interaction between management and employees so that workers are aware of their performance.

Study’s Conceptual Model

Figure 2.1 below, from the conceptual model of the study, shows its independent and dependent variable

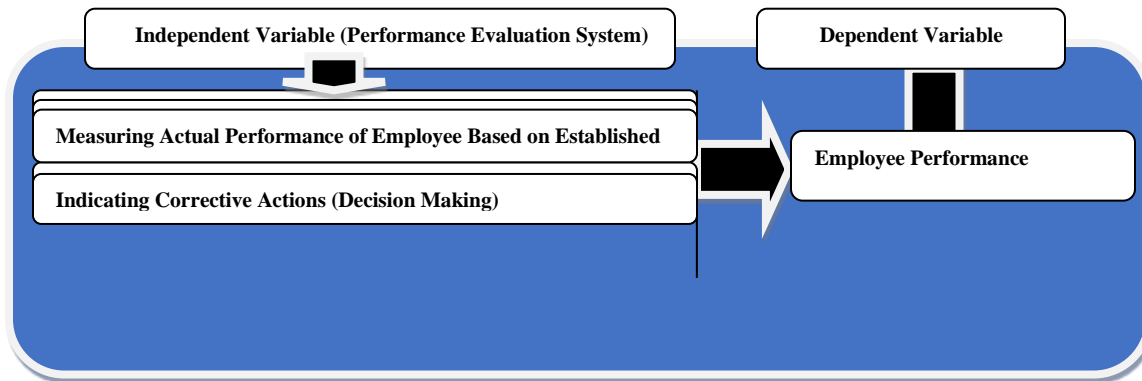


Figure 2.2: Source: Authors Conceptual Model, 2023

Methodology

The study used a survey research design for gathering data from the targeted respondents. The study population consists of 381 employee 39 Junior and 342 senior staff. (Senior/Junior Staff Nominal Roll of 30th September, 2022). In determination of sample size through the Yamane formula 195 size arrived which comprises of top level management, middle level management and lower level management employees. Primary data was used through questionnaire administration (172 questionnaires where properly filled and retrieve). Primary data was used through questionnaire administration. Recoding the information from the completed questionnaires, statistical tools for social sciences (SPSS) was used to enter and analyze the data. In order to answer the research question, descriptive statistics like frequencies and percentages were employed. Correlation analysis was then performed to establish the nature of the link between the independent and dependent variables, multiple regressions were used to test this hypothesis.

Model Specification

Consequently, the model is described in the following order:

$$EMP = f(EP, CPE, MAPEBES, DERGF, DM) \dots \dots \dots (1).$$

In specific forms;

$$CR = \beta_0 + \beta_1(EP) + \beta_2(CPE) + \beta_3(MAPEBES) + \beta_4(DERGF) + \beta_5(DM) + \epsilon.$$

Where;

- EMP= Employee Performance
- β_0 = Constant
- EP= Established Performance Standards
- CPE= Communicating Performance Expectation
- MAPEBES= Measuring Actual Performance of Employee Based on Established Standards

DERGF= Discussion on Evaluation Result and Giving Feedback

DM = Decision Making

$\hat{\epsilon}$ = Error term

Results and Discussion

Table 1. Descriptive Statistics

	N	Minim um	Maxim um	Mean	Std. Deviation
EPS	172	8	20	16.39	2.530
CPE	172	8	20	15.85	2.745
MAPEBES	172	10	20	17.02	2.241
DERGF	172	10	20	16.09	2.443
DM	172	8	20	15.57	2.779
EMP	172	11	20	16.22	1.993
Valid N (listwise)	172				

Source: SPSS Output, 2023

Established Performance Standards (EPS) in Table 1 above show a mean of 16.39, a standard deviation of 2.530, and a difference between the highest and minimum values of 12. The minimum and highest values for Communicating Performance Expectation (CPE) are 8 and 20, respectively, with a mean value of 15.85 and a standard deviation of 2.745. The difference between the highest and minimum values in the debate on assessment results/giving feedback (DERGF) was 10, with a mean value of 16.09 and a standard deviation of 2.443. Additionally, MAPEBES, which measures actual performance of employees based on defined standards, shows a mean of 17.02, a standard deviation of 2.241, and a difference of 10. Additionally, the discussion of evaluation results shows a mean of 16.09, a standard deviation of 2.443, and a difference of 10.8 between the highest and minimum values. Additionally, Decision Making (DM) shows a mean of 15.57, a standard deviation of 2.779, and a difference of 12.2 between the maximum and minimum values. Employee Performance (EMP) data show a mean of 16.22, a standard deviation of 1.993, and a difference of 9.0 between the maximum and minimum values. With a maximum value of 20 and a mean value between 15 and 17, the descriptive statistics show that decision-making (DM) appears to have the highest level of variability, with a standard deviation of (2.779), followed by performance expectations

communication (2.745), performance standards (2.530), discussion of evaluation results and feedback (2.443), and employee performance (1.993).

In Table 2 Established Performance Standards (EPS) has a coefficient of (r= 0.670) which reveals that Established Performance Standards (EPS) has strong positive correlation with Employee Performance (EMP), this implies that an increase in Established Performance Standards (EPS) would have positive effects on Employee Performance (EMP) of Ukwuani Local Government Administration, Delta State, Nigeria.

The Communicating Performance Expectation (CPE) has a coefficient of (r= 0.768) which reveals that Communicating Performance Expectation (CPE) has strong positive correlation with Employee Performance (EMP), this implies that an increase in Communicating Performance Expectation (CPE) would have positive effects on Employee Performance (EMP) of Ukwuani Local Government Administration, Delta State, Nigeria. MAPEBES has a coefficient of (r= 0.572) which reveals that MAPEBES has a moderate positive correlation with Employee Performance (EMP), this implies that an increase in MAPEBES would have positive effects on Employee Performance (EMP) of Ukwuani Local Government Administration, Delta State, Nigeria.

Discussion on Evaluation Result and Giving Feedback (DERGF) has a coefficient of (r= 0.360) which reveals that Discussion on Evaluation Result and Giving Feedback (DERGF) has weak positive correlation with Employee Performance (EMP), this implies that an increase in Discussion on Evaluation Result and Giving Feedback (DERGF) would have positive effects on Employee Performance (EMP) of Ukwuani Local Government Administration, Delta State, Nigeria.

Decision Making (DM) has a coefficient of (r= 0.264) which make known that Decision Making (DM) has weak positive correlation with Employee Performance (EMP), this implies that an increase in Decision Making (DM) would result in favorable outcomes on Employee Performance (EMP) of Ukwuani Local Government Administration, Delta State, Nigeria.

The findings of the correlation study conducted using all performance evaluation system indicators reported positive correlation which is between weak moderate and strong. There existed no perfect correlation which is an indication of the absence of multi-collinearity. Hence the data set is suitable for regression and would not produce spurious results.

Table 2. Correlations

		EMP	EPS	CPE	MAPEBES	DERGF	DM
Pearson Correlation	EMP	1.000					
	EPS	.670	1.000				
	CPE	.768	.403	1.000			
	MAPEBES	.572	.343	.331	1.000		
	DERGF	.360	.393	.387	.442	1.000	
	DM	.264	.381	.470	.412	.575	1.000

Source: SPSS Output, 2023.

Table 3. ANOVA^a

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	183.228	5	45.807	12.417	.000 ^b
	Residual	457.132	169	5.442		
	Total	640.360	174			

a. Dependent Variable: EMP

b. Predictors: (Constant), DM, EPS, MAPEBES, CPE, DERGF

Source: SPSS Output, 2023

Test of Hypothesis

The analysis of variance, which is presented in Table 3 was employed to determine the significance of the

regression model. The Sig. score of 0.00 (p=0.0000.05) shows that the model's numerical impact in predicting how DM, EPS, MAPEBES, CPE, and DERGF effects employee performance is more than 95%.

Table 4. Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.671 ^a	.643	.601	1.633	1.469

a. Predictors: (Constant), DM, EPS, MAPEBES, CPE, DERGF

b. Dependent Variable: EMP

Table 5. Multiple Regression Analysis of Measures of performance evaluation system and Employee Performance of Ukwuani Local Government Administration, Delta State, Nigeria

		Coefficients			T	Sig.
Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta		
1	(Constant)	13.103	2.204		5.945	.000
	EPS	.457	.145	.368	3.152	.020
	CPE	.865	.174	.663	4.971	.002
	MAPEBES	.345	.084	.234	4.107	.021

DERGF	.302	.078	.187	3.872	003
DM	.151	.059	.130	2.559	.037

a. Dependent Variable: EMP

An overview of the model is shown in table 4. The R square of .643 shows that the determinants of employee performance in this research account for 64.3% of the variability in employee performance, with the error term accounting for the remaining 35.7%. The fact that the Durbin Watson computed value of 1.469 is less than "2" also provides strong support for serial or autocorrelation. According to the model summary, it is appropriate for regression. Table 5.

Discussion Of Findings

Established Performance Standards (EPS) and Employee Performance (EMP)

In table 5, established performance standards has a positive significant effect on employee performance. This is attested to by the unstandardized beta coefficient and standardized beta coefficient of 0.456 and 0.368 , with Sig value of 0.020 lesser than 5% though greater than 95% level of confidence. By implication employee performance (EMP) of Ukwuani Local Government Council of Delta State, Nigeria would increase/decrease by 46% when established performance standards (EPS) increase/decrease. Hence, null hypothesis is overruled while alternate hypothesis is accepted, which state that EPS has a important effect on EMP. This is in line with the findings of Abbas and Cross (2019) and Arwa, Zaid and Monira (2019).

Communicating Performance Expectation(CPE) and Employee Performance(EMP)

In table 5. communicating performance expectation has a positive significant effect on employee performance. This is attested to by the unstandardized and standardized beta coefficient of 0.865 and 0.663 , with Sig value of 0.002 lesser than 5% though greater than 95% level of confidence. By implication, employee performance (EMP) of Ukwuani Local Government Council of Delta State, Nigeria would rise/drop by 87% rise/drop with the introduction of established performance standards (CPE).Hence, null hypothesis is rejected while alternate hypothesis is accepted, which state CPE has a big impact

on EMP. This finding is supported by control theory, which states that in effort to improve employee performance, managers must guarantee that employees have explicit and demanding goal communication channels, which result in better performance than ambiguous goal communication channels. Ambiguous objectives like "do your best" or "try harder" do not give a good comparable standard or immediate feedback. This is line with findings of Arwa, Zaid and Monira (2019).

Measuring Actual Performance of Employee Based on Established Standards (MAPEBES) and Employee Performance (EMP)

In table 5, measuring actual performance of employee based on established standards has a positive significant effect on employee performance. This is attested to by the unstandardized and standardized beta coefficient of 0.345 and 0.234 , with Sig value of 0.021 lesser than 5% though greater than 95% level of confidence. By implication, employee performance (EMP) of Ukwuani Local Government Council of Delta State, Nigeria would intensify/decline by 35% increase/decrease in measuring actual performance of employee based on established standards. Hence, null hypothesis is rejected while alternate hypothesis is accepted, which state that MAPEBES has a significant effect on EMP. This conclusion is backed by goal setting theory, arguing that individuals who are given precise, tough but attainable objectives outperform those who are assigned easy, generic, or no goals at all. At the same time, persons must have adequate skill, accept the goals, and receive performance feedback. This is in line with finding of Mandara, Ibrahim, Zailani, Ali& Badiya (2019).

Decision Making (DM) and Employee Performance (EMP)

In table 5, decision making has a positive significant effect on employee performance. This is attested to by the unstandardized and standardized beta coefficient of 0.151 and 0.059, with Sig value of 0.037 lesser than 5% though greater than 95% level of confidence. By implication, employee performance (EMP) of Ukwuani Local Government Council of Delta State, Nigeria would have

an upturn/downturn by 15% upturn/downturn in decision making. Hence, null hypothesis is rejected while alternate hypothesis is accepted, which state that DM has a significant effect on EMP. This is in line with findings of Abbas and Cross (2019).

Conclusion

A study of the Ukwani Local Government Council in Delta State, Nigeria, was conducted to determine the effects of the performance assessment system on staff performance in local government administration. The study employed primary information culled from administered surveys. The study's conclusions demonstrated that establishing performance standards, communicating performance expectations, gauging an employee's actual performance against those standards, discussing the results of evaluations, providing feedback, and making decisions all have a positive and significant impact on an employee's performance. According to the research's findings, the Delta State Local Government Administration's staff performance is positively and significantly impacted by the use of a performance assessment system.

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