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EXAMINING THE VALIDITY AND RELIABILITY OF THE PERFORMANCE APPRAISAL PRACTICES MEASUREMENT SCALES IN KWARA STATE CIVIL SERVICE, NIGERIA. Page
Abdullateef Ameen, Ph.D 1

ROLE OF COMMUNITY PARTICIPATION ON PROMOTING PRIMARY HEALTHCARE SERVICES DELIVERY IN SABON GARI LOCAL GOVERNMENT AREA OF KADUNA STATE. 30
Kasimu Musa Abdullahi, Ajayi Olajide & Aminu Abdullahi Shagali

EFFECTS OF STRATEGIC PLANNING ON THE PERFORMANCE OF SMALL AND MEDIUM SCALE ENTERPRISES IN LOKOJA METROPOLIS, KOGI STATE. 53
ZUBAIR, Shaib Bashir

AN EVALUATION OF NIGERIAN POLICE FORCE IN NATIONAL SECURITY 71
Charas Madu Tella, Ph.D, Ahmed Wali Doho, Ph.D, Shehu Mustapha Liberty, Ph.D

EFFECTS OF E-COMMERCE ON CUSTOMERS SATISFACTION IN ANYIGBA, DEKINA LGA OF KOGI STATE. 90
Yusufu Ojochenemi Sunday, Atokolo Onalo, Muhammed I. Abraham

AN ASSESSMENT OF 1988 CIVIL SERVICE REFORMS AND CIVIL SERVICE DEVELOPMENT IN NIGERIA 106
Joseph O. Achegbulu & Mohammed El-Makki Hassan Rafindadi

EFFECTS OF EXAMINATION MALPRACTICE ON NIGERIA'S EDUCATION SYSTEM 125
Mohammed El-Makki Hassan Rafindadi

CONTRIBUTIONS OF KOGI STATE COMMUNITY AND SOCIAL DEVELOPMENT AGENCY TO POVERTY REDUCTION IN KOGI STATE, NIGERIA 141
Omada, Margaret Onyekunin, Ph.D and Joseph .O. Achegbulu, Ph.D

A CRITICAL ASSESSMENT OF ENTREPRENEURSHIP AS A MEANS FOR REDUCING UNEMPLOYMENT AND POVERTY IN NIGERIA 157
Paul Oyibo (Ph.D), Shehu Mustapha Liberty Ph.D and Balami Ezekiel Ali, Ph.D

SETTLER-INDIGENE DICHOTOMY AND RECRUITMENT IN PLATEAU STATE 175
Aliyu Idris Ph.D, Fatima Liberty (Ph.D) and Ifatimehin Olayemi Olufemi, Ph.D

IMPACT OF FOREIGN CAPITAL INFLOWS ON STOCK MARKET RETURNS: EVIDENCE FROM NIGERIA STOCK MARKET 197
Idachaba Odekina Innocent, Saliu Hakeem Tomi, and, Byyiyet Josiah Jacob

RELEVANCE OF NIGERIA POLICE FORCE AND NATIONAL SECURITY 220
Ahmed, Nuhu Ahmed, Aminu Audu and Godspower Okpanachi

IMPACT OF COMMERCIAL BANK LOAN PORTFOLIOS DIVERSIFICATION ON ECONOMIC GROWTH OF NIGERIA (1999-2018). KADUNA STATE 247
Idih Ogwu Emmanuel, Ph.D, and Ahmed Olufemi Usman and Idachaba Odekina Innocent

ROLE OF QUALITY MANAGEMENT IN THE SUCCESS OF MICRO, SMALL AND MEDIUM ENTERPRISES (MSMEs) 265
Zubair Shaib Bashir and Umar Abdulaziz

INTERNAL SECURITY IN NIGERIA; A STUDY OF HERDSMEN/FARMERS CONFLICT IN BENUE STATE 277
Yusuf, Adejo Thomas[1], Audu, Aminu[2] and Ibrahim Ishaq Ogirima

EFFECT OF SKILLS DEVELOPMENT PROGRAMS ON WOMEN EMPOWERMENT IN KADUNA SOUTH AND ZARIA LOCAL GOVERNMENT AREAS OF KADUNA STATE, NIGERIA. 298
Gabriel Nelson, John Sule Ujah and Shaka Sule

ISSUES AND CHALLENGES OF TEACHERS' PRODUCTIVITY IN NIGERIAN EDUCATIONAL SYSTEM: THE WAY FORWARD 319
Ayinde Olawale Kazeem, Yusuf Suleiman, Nike Yetunde Sidikat Ijaiya and Mustapha Adam Ishola

AN APPRAISAL OF PEACE BUILDING AS A STRATEGY FOR RESUSCITATING TRAUMATIZED PERSONS IN CONFLICT SOCIETIES, IN NORTH EASTERN NIGERIA. 340
Anejuka Mathias and Yusuf Bassi

BUREAUCRATIC CORRUPTION AND PUBLIC SERVICE DEVELOPMENT IN NIGERIA. 351
Abdullahi Bala Musa, Okeme Patrick, Ph.D, Oyibo Ochoili Paul and Alih Musa

IMPACT OF INDUSTRIAL CONFLICT ON WORKERS PERFORMANCE IN THE PUBLIC SECTOR. 367
Omale Danjuma, Matthias Monday Anejuka and Ochijenu Samuel

ROLE OF QUALITY MANAGEMENT IN THE SUCCESS OF MICRO, SMALL AND MEDIUM ENTERPRISES (MSMEs) 265
Zubair Shaib Bashir and Umar Abdulaziz

INTERNAL SECURITY IN NIGERIA; A STUDY OF HERDSMEN/FARMERS CONFLICT IN BENUE STATE 277
Yusuf, Adejo Thomas[1], Audu, Aminu[2] and Ibrahim Ishaq Ogirima

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Gabriel Nelson, John Sule Ujah and Shaka Sule

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Ayinde Olawale Kazeem, Yusuf Suleiman, Nike Yetunde Sidikat Ijaiya and Mustapha Adam Ishola

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IMPACT OF INDUSTRIAL CONFLICT ON WORKERS PERFORMANCE IN THE PUBLIC SECTOR. 367
Omale Danjuma, Matthias Monday Anejuka and Ochijenu Samuel

EFFECTS OF VALUES ON THE IMPLEMENTATION OF MATERNAL HEALTH POLICY IN MAIDUGURI. 284
Bilkisu Gana, Ph.D, Torkula Peter, Ph.D and Abdul-Aziz Bashiru Liman

DEMOCRACY AND INSECURITY IN THE NIGERIA'S FOURTH REPUBLIC: AN APPRAISAL. 400
Ojoduwa, Friday Joseph

ASSESSMENT OF WARD MINIMUM HEALTH CARE PACKAGE (WMHCP) ON PRIMARY HEALTHCARE (PHC) SERVICE DELIVERY IN SABONGARI LOCAL GOVERNMENT AREA OF KADUNA STATE. 424
Kasimu Musa Abdullahi, Ajayi Olajide and Bitrus Wilson Pukuma

A CRITICAL REVIEW OF SYNERGY BETWEEN PUBLIC POLICY AND IMPLEMENTATION IN NIGERIA 450
Isah Adamu, Ph.D and Edita Muhammad Nma

EXAMINING THE VALIDITY AND RELIABILITY OF THE PERFORMANCE APPRAISAL PRACTICES MEASURENT SCALES IN KWARA STATE CIVIL SERVICE, NIGERIA.

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ABSTRACT

Performance appraisal exercises are progressively becoming significant methods employed for measuring and evaluating performances of employees in organisation that usually occurs between supervisor and employees. Previous researchers have looked at performance appraisal exercises mostly in private sectors. However, researchers are yet to consider exploring into the divergent purposes of performance appraisal exercises in the civil service. As such, this study identifies five (5) practices of performance appraisal on employee performance; training, job promotion, performance feedback, performance recognition and financial reward and assesses the validity and reliability of the scales for measuring performance appraisal practices in Kwara State civil service, Nigeria. The Content Validity Index (CVI) of both the items-level and the scale-level CVIs from the assessments of seven (7) experts indicated that the items in the scale proposed have good content validity. In addition, with the use of the Exploratory Factor Analysis (EFA) with Varimax rotation, it was revealed that from the thirty-one(31) items used to evaluate the performance appraisal practices, only twenty-one(21) items were retained/maintained. Lastly, the results further demonstrate that all five (5) scales; training, job promotion, performance feedback, performance recognition and financial reward have acceptable values of reliability.

Keywords: Validity, Reliability, Performance Appraisal Practices, Measurement Scales, Civil Service

INTRODUCTION

Performance appraisal system is one of the key functions for changing employees' attitude and behaviours such as organizational commitment (Morrow, 2011). Performance appraisal system is defined as the basic managerial function such as periodical evaluation of employees' job performance in order to determine the employees' effectiveness (Griffin & Ebert, 2002). Performance appraisal activities are among the most important human resource management practices in organizations in so far as they yield critical data that are then used to make key decisions with regards to various HR actions and outcomes (Cheng, 2014; Murphy & Cleveland, 1995). Performance appraisal system is a set of practices that defines the nature of work and regulates the employment relation in order to attract and retain the right employee, according to its need (Armstrong & Taylor, 2014). Organizations have long been carrying out such activities while at the same time researchers have been studying and trying to improve on them (Levy & Williams, 2004). The major aims of performance appraisal are to help organisations make decisions on salary promotions, identifying training needs, giving feedback as well as employee recognition for job well done (Cheng, 2014; Majumder, 2012 Thomas &Bretz, 1994).

Previous researchers have focused much on studying the practices of performance appraisal on private sectors. For instance, several studies (Shaukat, Ashraf &Ghafoor, 2015; Al-Qudah, Osman & Al-Qudah, 2014 Hossain, Abdullah & Farhana, 2012) have been conducted on the performance appraisal practices from different perspectives. These studies have suggested different types of factors including; promotion, (Dugguh 2014; Cheng, 2014; Hossain, Abdullah & Farhana, 2012; Abdulla Djebarni&Mellahi, 2011), training and development, (Palmen, 2013 Abdullah, Bilau, Enegbuma, Ajagbe, Ali &Bustani, 2012; Thwala Ajagbe, Long, Bilau&Enegbuma, 2012; Ohemeng, Zakari&Adusah-Karikari, 2015), feedback, (Blackman, Buick, O'Donnell, O'Flynn& Wes 2015; Lim & Alum, 1995), recognition, (Hooi, 2012; Ahmad & Shahzad 2011) and financial reward. (Bhatia & Jain, 2012; Shahzad, Bashir &Ramay, 2008; Ting, 1997) on a piecemeal basis. However, limited studies have been found regarding combination of performance appraisal practices such as; training, job promotion, recognition, feedback and financial reward. (Nielsen, 2014; Mollel, Mulongo& Razia, 2017). According to Majumder (2012), performance appraisal system has been

used as a tool in the process of reward and recognition. Additionally, it was used to evaluate the employee's strengths and development needs. Although, it is costly to conduct performance appraisal, organizations still adopt this practice as it serves as a fundamental organizational decisions in certain situations, where promotions, bonuses and training needs are determined; which will ultimately create work inspiration and commitment to the organization (Kadiresan, Selamat, Selladurai, Ramendran& Mohamed, 2015). Moreover, Getnet, Jebena, and Tsegaye (2014), argued that, performance appraisal is generally adopted by the organization in order to measure and rank the performances of employees. It has been asserted by experts that content validity is assessed to ascertain the suitability of items in gauging the conceptual representation of the variable they are gauging (Jarvis, MacKenzie& Podsakoff, 2003; Mackenzie, Podsakoff, & Podsakoff, 2011; Lewis, Weiner, Stanick, & Fischer, 2015; Rubio, Berg-Weger, Tebb, Lee, & Rauch, 2003; Polit & Beck, 2006). Nevertheless, Polit and Beck (2006) state that numerous scales improvement researches do not disclose how the face and content validity of different scales are obtained, specifically, how the content and scale validity index are measured and computed. Hence, this research authenticates the scale for measuring performance appraisal practices and analyses the content and face validity, factor analysis and reliability of the measurement scales in relation to Kwara State civil service, Nigeria.

LITERATURE REVIEW

Performance Appraisal Practices

Performance appraisal has been proven to be a useful instrument that could enable organizations to achieve employee efficiency (Mollel, Mulongo& Razia, 2017). Performance appraisal practices take different forms and serve different purposes for different organisations and employees. For example, scholars have asserted that performance appraisal is seen as an important way to identify employees strengths and weaknesses, evaluate training needs, set plans for future development, and provide motivation by serving as a basis for determining pay, promotions rewards, recognition and career feedback (e.g., Thomas &Bretz, 1994 Majumder & Hossain, 2012; Kadiresan et al., 2015; Cheng, 2014; Coen & Jenkins, 2002; Cardy & Dobbins, 1994).

Past studies have shown that users assess performance appraisa practices differently. Also, performance appraisal system remains significant determinant of employee performance. However, a number

studies on performance appraisal practices have concentrated mostly o three categories; salary (financial reward), promotion and performanc standard (Cheng, 2014). This study breaks down and categorize performance appraisal practices based on the five purposes o performance appraisal; Training, Job Promotion, Performance Feedback Performance Recognition and financial reward (pay/salary), as follows:

Training

Training is a type of activity which is planned, systematic and i results in enhanced level of skill, knowledge and competency that are necessary to perform work effectively (Gordon, 1992). Training can be described as one of purposes of conducting performance appraisal that are provided to employees by the organisation. Training represents the prearranged and organized alteration of behaviours via learning events, programmes and instruction which facilitate individual worker to attain certain levels of knowledge, skill and compliance required for the effective job performance (Armstrong, 2006). Substantial numbers of researches have confirmed the nexus between a well-made training and organizations' ability to measure and manage performance. Hence, the intensity and quality of workers' training predicts and reflects the image of both firms and workers (Cosh, Hughes, Bullock & Potton, 2003). According to Beach (1975), a rational way of identifying the area of training need is to analyse the entire organisation (people, job, technology etc.).

Training generates benefits for the employee as well as the organization by positively influencing employee performance through the development of employee knowledge, skills, ability, competencies and behaviour (Appiah, 2010). Therefore, performance appraisal practices such as training have proven to be a key driver/element for improve employee performance (Sultana, Irum, Ahmed & Mehmood, 2012) among other vital practices of performance appraisal. Training could be characterised as on the job and off the job training (Lillard&Tan, 1992). Training on the job and some forms of in-service training are examples of training being designed or intended to develop knowledge or expertise greater confidence, and a higher degree of performance. Research findings have also shown that performance appraisal practices such as training plays an important role in the development of organisations, improving performance and it helps people to grow within the organisation in order to meet the future needs for employees (Dabale, Jagero&Nyauchi, 2014). Ohemeng, Zakari and Adusah-Karikari (2015) identified a number o

problems when it comes to training. For example, they observed that people think only about academic qualifications, and not about the skills needed to enable them to perform better, and the reason for that is that training needs are not based on appraisal information. Therefore, training needs should come from the appraisal system, as individuals are determining their own training needs. A research carried out by the San Diego State University (2007) shows that continuous training and development who personnel to a satisfactory stage of performance and ensuring them occupied really has an important relationship to job satisfaction, morale and optimum thus influenced performance (Abdullah, et al., 2012; Thwala, et al., 2012; Chee, Kamal &Georgeson, 2007). Briscoe and Claus (2008) and Fajana (2002) believed appraisal system is a process for defining/establishing training and development required of personnel. This was in consonance with the study conducted by Bernelmo and Chidi (2012) that system of performance appraisal is applied for training and development required.

Training has become increasingly vital to the success of any modern organizations (Leong, Perumal &Ajagbe, 2012). Nowadays, organizations need to have competencies and especially core sets of knowledge and expertise that will give the companies an edge over its competitors. The only way to arrive at this is through having a dedicated training program that plays a central role to nurture and strengthen these competencies (Sherman, Bohlander& Snell, 1998). It is acknowledged that training forms the backbone of strategy implementation of any organization. Training not only ensures competencies but also develops employees to be able to meet organizations' goals and objectives and also ensure satisfactory performance.

Job Promotion

Job promotion is one of important purposes of appraisal system process. Performance appraisal according to Cheng (2011:4) is significant to supervisors in making organizational judgments on the promotion. Job Promotion is an advancement of employees unit from one (lower) level to another (higher) level or an elevation to a more important office (Ameen, Abdulkareem& Bolo, 2013). Promotional prospect according to Vroom (1982) is a target most employees yearn for and that a person's performance is linked to the extent to which the person reads is connected to performance on the work and how powerfully the person needs the promotion. Jane (2017) emphasized that if the worker is performing well,

delivering all responsibilities expected and functioning beyo anticipations, the organisation may offer the worker a promotion as an indication of fine performance. Promotion opportunity is significant determinant of employee performance.

Teseema and Soeter (2006) in their study revealed that there good connection amongst promotion practice and perceived work performance. Bidwell (2011), for example, notes that inner promotio are generally thought to be inexpensive for the institute and are mo possible to connect to higher quality employees. Promotion has remaine sine qua non for effectiveness and efficiency in the public service. Outrig stagnation often demoralizes performance and consequently brin backwardness to any organization (Orire, 2016). Numerous studi (Prowse & Prowse, 2009; Macey, Schneider, Barbera& Young, 200 Caruth& Humphreys, 2008; Cook & Crossman, 2004) pointed th employees get inspired to work when they get frequent promotions aft appraisal system in their work place. This is the evidence found in a stu conducted by Femi, (2013) that there is a significant effect betwe performance appraisal and work promotion exercise on employ performance.

Go and Kleiner (2001) stressed that Promotion decisions a usually on the basis of ability or seniority or both. Job promotion, which an element of performance appraisal system, in many public-sect organizations is centred on job tenure, and persistent low performers a not re-educated and relocated to diverse positions. Research findings ha indicated that if there is fairness in managerial decisions and objective wi equitable distribution of reward and promotion for work done, it wou improve workers' commitment and loyalty in the organization (Pau Olumuyiwa& Esther 2015; Park, Mitsuhashi, Fey & Bjorkman, 2003 While Lai Wan, Sulaiman and Omar (2012) assert that unfair promotio processes would have an influence on the organisational commitmen career satisfaction, determination to leave, and employee performance.

Performance Feedback

Prue and Fairbank (1981) describe performance feedback a information provided to individual about the quantity or quality of the past performance. London (1997, p.11) affirms that "Feedback is th information people receive about their performance. It convey information about behaviours, and it conveys an evaluation about th quality of those behaviour". Employees need to get feedback to know wha

they are good at and what they could do better. Carver and Scheier (1981) assert that the aim of any organization when conducting performance appraisal is to receive feedback and this feedback helps to maintain and direct employee behaviour to accomplishing the organizations goal and objective and also making a high level of work to accomplish these goals. Byron (2007) emphasises that the basic purpose of the performance appraisal program is to offer feedback to workforces on their performance. The practice for feedback would be to inspire and influence employee performance, which directly guides the attainment of personal objectives, while under performance could be corrected or dealt with properly. Hunt (2005) asserts that if there is no feedback, inspiration to perform what is anticipated does not occur.

Researches affirm (Harackiewicz& Larson 1986; Larson, 1984) that the feedback delivery helps the organization in decision making, enhancing of productivity and effectiveness within the organization. It has been pointed out that the communication of feedback regarding the performance of employees and groups in an organization is an important part of any organization's human resource system. According to McAdams (1999, p. 154) "feedback is a two-way communication. Feedback usually falls into two categories namely: performance feedback and Employee feedback". Feedback sessions during which the subordinates performance and progress is discussed. Plans are laid out during this session for any development required. Individuals should regularly be given feedback in terms of how they perform. The feedback comes in the form of an appraisal, which should look at individual contribution to the organisation's goals as per agreed contract and individual career development. It is accepted generally that feedback is invaluable within organizations, especially in managing employee behaviour, much research suggests that the flow of feedback in organizations is typically constrained (Ashford, 1989).

From both the organizations and employees' point of view, a performance appraisal feedback process can serve as a means of identifying the employee's weakness and unidentified goals. Identification of these shortcomings can help the employees to increase their level of performance, redirect their efforts toward achieving both the organizational and personal goals, and also improve their relative standing to internal and external standards. This achievement is of great importance to the organization. However, performance appraisal feedback has not only led directly to the improvement of performance. Research has shown

that the success of the feedback depends on a number of factors relate the acceptance of the feedback process which can include: the valenc the message (positive or negative) characteristic of the source (knowledge, credibility, familiarity of the job), and the recipient of feedback and also the perceived relevance and accuracy of the feedbac employees performance and behaviour (Taylor, Fisher &Ilgen, 1 Zuber &Behson, 1998). Therefore, feedback is a significant segment o performance appraisal system. It is an action engaged to pro information concerning certain feature(s) of employee's w performance.

Performance Recognition

Green (2000) described recognition as one of the tools to ha performance in an organisation, and managers must consider some fo of evaluation system. Recognition is a process of giving an employ certain status within an organization (Danish & Usman, 2010). This very crucial factor towards an employee's performance. For instance, managers could reward the employees when they accomplish some ta just by saying "thank you" or "well done", with a sense of appreciation a confirming smile (Green, 2000). Khan, Waqas & Muneer (2017) aff that "pat on the back" to boost employees self-esteem and happiness result into additional contributing efforts. Baron (1983) argued that w we recognize and acknowledge the employees in terms of t identification, their working capacity and performance is very high.

The level of performance of employees increases when employ get an unexpected increase in recognition, praise and pay (La Mo 1995). Recognitions can encourage employee to be more productive performing job task in an organization. It has been mentioned by Car and Handlogten (2001) that poor recognition systems lead dissatisfaction as well as produces less productivity. According to Kot and Cohen (2002) recognitions can be mentioned as celebrating short te wins, and achievements that can easily be visible should be planned. Sh term wins should be recognized and those employees involved should recognised. Sims (2002) asserts that a recognition system consists compensation, incentives and benefits provided for the employee recognition for their contribution to the organization. Despite the fact th recognition can increase job performance and encourage productivity work, poor recognition packages are seen by employees as a source unfairness in the system which causes the employees to becom

dissatisfied with their jobs resulting into lack of commitment thus affecting their overall performance (Bratton & Gold, 2007).

Research shows that there is positive association between appraisal recognition and employee efficiency. Mollel, Mulongo and Razia, (2017) assert that recognition and feedback are vital to employee's performance and indeed influence employee's output in the organization. Dhameja (2009), and Urbancove and Linhartove (2011) found that recognition for high performers also serves as a challenge for low performers for employees to pull up the efforts toward the desired performance. Additionally, study conducted by Kampkötter, (2014) shows that performance assessments with monetary consequences are, on average, positively related to a feeling of job related recognition from superiors, controlling, among others, for job satisfaction and previous recognition levels. This supports prior research on the importance of contextual factors of appraisal systems such as supervisor feedback, participation, and recognition within the appraisal process.

Financial Reward

Financial reward and in specific pay is a key driver of employee's inspiration, selection, and performance (Kampkötter, Mohrenweiser, Sliwka, Steffes& Wolter, 2015; Lazear, 2000; Prendergast, 1999; Milkovich & Newman, 1996). Pay therefore is a major consideration in an organization because it provides employees with a tangible reward for their services as well as source of recognition and livelihood (Thwala et al., 2012; Abdullah et al., 2012; Howard, 1993). The pay an employee receives is associated with the contribution they make to the organization, and performance appraisal is the only way that managers can use to assess work dynamics that exist among staff (Cheng, 2014). Williams, McDaniel and Nguyen (2006) referred pay to all forms of compensation, such as direct, cash payment (e.g. salary); indirect, noncash payment (e.g. benefits); and amount of increment and the process by which the compensation system is administered. Pay is an important factor to engage and retain employees in the organization, especially in the private sector, where employees are conscious about their pays and benefits (Raihan, 2012). Takahashi (2006) asserts that there are two characteristics of pays/wages, i.e. wage increase and the wage level relative to that of co-workers. Akerlof (1984) expresses that a higher remuneration raises employee performance and increasing workers' loyalty to the firm.

Several studies (Summers & Hendrix, 1991; Anthony, Perrewe&Kacmar, 1993; Milkovich & Newman 1993; Bloom, 1999;

Boswell & Boudreau 2000; Milliman, Nason, Zhu & De Cieri, 2002) suggest that when the employees perceive the payment adjustments as being unfair, then this will lead to negative feeling about their organizations, and this is likely to decrease their organizational commitment. It has been emphasised that performance appraisal outcomes are used to guide salary increase and bonuses. It was argued that the lack of specificity in the linkage leaves room for mitigation factors may obscure inspirational purpose of the process. Shahzad, Bashir and Ramay (2008) declare that employees desire a payment system that they perceived as being fair and commensurate with their skills, experiences and knowledge. Employee compensation and benefits includes all form of pay, rewards, bonuses, commissions, leaves, recognition programs, flexi work hours and medical insurance (Sherman, Bohlander& Snell, 1998). Bhatia and Jain (2012) recommend that performance linked in the public sector pay should be developed in order to develop performance and motivation of managers as well as workers. Shahzad, Bashir and Ramay (2008) affirm positive relationship of payment practices with the performance.

METHODOLOGY

This research analysed some of the purposes of performance appraisal such as training, job promotion, performance feedback, performance recognition and financial reward and it is impact on employee performance. This has been followed by creating a sample of items for measuring performance appraisal practices from earlier research. Among the practices of performance appraisal, 6 items were adapted from Demo, Neiva, Nunes and Rozzett (2012) for measuring training. Five (5) items were adapted from Cheng, (2014) for measuring job promotions. In the same way, six (6) items were adapted from Krasmana (2012), Forza, and Salvador (2000) and Idaszak and Dreasgow (1987) for measuring performance feedback. Six (6) items were adapted from Danish and Usman (2010) and Spector (1985) for measuring performance recognition. Finally, five (5) items were also adapted from Cheng, (2014) for measuring financial reward. All these instruments were used in private organisations, but the current study employed it into the Kwara State Civil Service. Consequently, a semi-structured face to face interview was carried out among seven (7) civil servants (*Adler & Adler 2012*) in the ministries and agency of Kwara State Civil Service to clarify and identify the performance appraisal purposes and practices variables understudied in this study. This stage resulted in identifying 5 purposes of performance

appraisal practices by respondents which include training, job promotion, performance feedback, performance recognition and financial reward; hence 5 variables were used to measure performance appraisal practices. Therefore, this research centres on the validity and reliability phase by reporting/stating the outcomes of the face and content validities, and internal consistency of the performance appraisal practices scales. The face and content validities of the items and the scale adapted are assessed by computing the Content Validity Index (CVI) of both items-level and the scale-level CVIs from the assessments of 7 experts (Polit & Beck, 2006). The item-level CVI entails the validity of the items while the scale-level CVI indicates the validity of the scale. For this drive, 7 experts in the disciplines of Government Corporate (Public Administration), Human Resource (Business Management) and Research Methodology were consulted. Computing CVI from the scores of seven (7) specialists, in accordance with Polit and Beck (2006) submissions, is thought proper, since more than Ten (10) specialists are regarded needless. The aims of the investigation were provided to the experts and definitions of the concept of the measured variables. The specialists were asked to assess the relevance of the items with respects to the concepts under which the items were located. The specialists were presented with a 4-point scale utilising the following tags: 1 = "not relevant", 2 = "somewhat relevant", 3 = "quite relevant" and 4 = "highly relevant". Lastly, the specialists were given two (2) types of comment boxes to offer more explanations on the items and on the whole scale. Here, the experts were advised to separate double barrel questions that such questions have served two meanings. So, question 3 of employee training was separated into 2 to make 7 items. While questions two (2) and four (4) of performance recognition was also separated into two questions each. Moreover, to assess the internal consistency of the scale, a survey was carried out amid a convenient sample of 140. One hundred (100) utilisable responses were obtained and examined employing Statistical Package for the Social Sciences (SPSS). The respondents in this study are civil servants of Kwara State, Nigeria. The scale employed to document/register respondents' agreement or disagreement to the declarations in the study is built on 5-likert scale (1-strongly disagree, 2-disagee, 3-neither disagree nor agree, 4-agree and 5strongly agree).

FINDINGS

Content Validity Index (CVI) for Items and Scales

The CVI of Item-Level was computed by translating both 1= "no relevant" and 2 = "somewhat relevant" scores to 0 then 3= "quite relevant" and 4= "highly relevant" to 1. Therefore, every one (1) and two (2) grades from the specialists were calculated as zero (0) and every three (3) and four (4) rankings were calculated as one (1). The overall sum of items ranked relevant was divided by the overall sum of raters (7 in this investigation).In accordance with Polit and Beck (2006) assertion, a satisfactory Item-Level CVI for raters more than six (6) is 0.83. The outcomes of the Item-Level CVI estimates were utilised to erase items that were ranked "not relevant". Table 1 displays the outcomes of the Item-Level CVI. The outcomes displayed that the overall of the items recorded 0.85 and beyond. The items that got lesser than 0.85 were erased from the scales. In line with this process, no items were erased, which is a sign that the items are appropriate for measuring the constructs they are gauging.

Furthermore, for the computation of Scale-Level CVI, Polit and Beck (2006) recommended utilising the mean of the Item-Level CVI for computing Scale-Level CVI. Hence, Scale-Level CVI was computed/gauged by the mean of each item ranked relevant divided by the overall figure of items. A standard Scale-Level CVI in accordance with Field (2009) assertions is 0.90. The outcomes offered in Table 1 disclosed that the entire scales have Scale-Level CVIs of 0.90 and above, signifying the entire content validity of the scales. Also, to assess the face validity, the seven (7) specialists were consulted to remark and offer recommendations on how to enhance the clarity of the items by proposing better other words to specific technical words, to exterminate unclear wordings. This incited certain paraphrasing and re-wording of the wordings in the scales, which assisted in enhancing the clarity of the scales.

Table 1: Item-Level and Scale-Level CVIs for Performance Appraisal Practices

	Experts							
Items	1	2	3	4	5	6	7	Item-Level CVI
Employee Training								
I can use knowledge and behaviours learned in training designed based on performance evaluation at work	3	3	4	3	3	4	2	7/7=1.00
Performance -based training helps me develop the skills I need for the successful accomplishment of my duties.	3	4	4	3	3	4	4	7/7=1.00
The Kwara State civil service invests in my personal development in broad manner	3	4	4	4	3	4	3	7/7=1.00
The Kwara State civil service invests in my professional growth in broad manner	3	4	4	4	3	4	3	7/7=1.00
In the Kwara State civil service, training is designed to enhance my professional growth.	4	4	4	3	3	4	3	7/7=1.00
Training designed based on performance	4	4	4	4	3	4	3	7/7=1.00
appraisal report stimulates learning and application of knowledge.								
In the Kwara State civil service, training needs are identified through performance appraisal periodically.	3	4	4	2	3	4	3	6/7=0.85
Scale -Level CVI	1	1	1	0.86	1	1	1	S-CVI/Ave=6.86/7 =0.97
Job Promotion								
I think every civil servant in Kwara State is judged using the same promotion standards.	4	4	3	3	3	3	3	7/7=1.00
I think that civil servants who have excellent performance ought to be	4	4	2	3	3	4	4	6/7=0.85

promoted in Kwara State Civil Service.

I can question promotion decisions through a formal communication channel in the Kwara State civil service	4	4	2	3	3	4	4	6/7=0.85
I think Kwara State civil service follow the stated promotion standards to make promotion decisions.	4	4	3	4	3	4	3	7/7=1.00
Promotion exercise in Kwara State civil service is transparent and unbiased.	4	4	2	4	3	4	3	6/7=0.85
Scale -Level CVI	1	1	0.4	1	1	1	1	S-CVI/Ave = 6.33/7 = 0.90
Performance feedback								
Doing the tasks required by my job as a civil servant provides chances for me to figure out how well I am doing.	4	4	3	3	4	4	3	7/7=1.00
My Director always gave me feedback about how well I am doing.	4	4	3	3	4	4	4	7/7=1.00
After I finish my job, I will know whether I performed well.	4	4	2	3	4	4	4	6/7=0.85
My Director often let me know whether I am performing the job well or not.	4	4	2	3	4	4	4	6/7=0.85
I am always told whether I am doing a good job.	4	4	2	4	4	4	4	6/7=0.85
My Director often comments about the quality of my work.	4	4	2	3	4	4	4	6/7=0.85
Scale -Level CVI	1	1	0.33	1	1	1	1	S-CVI/Ave = 6.33/7 = 0.90
Performance Recognition								
I feel really appreciated if my performance is acknowledged.	4	4	2	4	3	4	4	6/7=0.85
I feel that the performance appraisal scheme in the Kwara State civil service values my efforts.	4	4	3	3	3	3	4	7/7=1.00
I feel that the performance appraisal scheme in the Kwara State civil service gives recognition to me fairly.	4	4	3	3	3	3	4	7/7=1.00
I will appreciate non -monetary form of recognition such as merit award for job well done.	4	4	2	2	3	4	4	5/7=0.71

I personally feel that my efforts are being recognized adequately.	4	4	3	3	3	4	4	7/7=1.00
I personally feel that my performance is being recognized adequately.	4	4	3	3	3	4	4	7/7=1.00
I agree that being appreciated will boost my performance.	4	4	3	4	3	4	4	7/7=1.00
When I do a good job, I receive commendation from my Director.	4	4	2	3	4	4	4	6/7=0.85
Scale -Level CVI	1	1	0.62	0.87	1	1	1	S-CVI/Ave = 6.49/7 = 0.92
Financial Reward								
The pay I receive in Kwara State civil service is related to my performance.	4	4	3	4	3	3	4	7/7=1.00
I think Kwara State civil service offers me a better salary as well as salary increment after being promoted when compared with other organizations.	4	4	3	4	3	3	4	7/7=1.00
I think Kwara State civil service is able to use objective job information when making salary decisions.	4	4	2	3	3	4	4	6/7=0.85
I have an opportunity to express my opinions about salary decision to the management in the Kwara State civil service.	4	4	2	3	3	4	3	6/7=0.85
Kwara State civil service will consider **civil servants' opinions when making** *salary decisions.*	4	4	2	4	3	4	4	6/7=0.85
Scale -Level CVI	1	1	0.4	1	1	1	1	S-CVI/Ave = 6.4/7 = 0.91

Exploratory Factor Analysis (EFA)

Exploratory Factor Analysis (EFA) was carried out in this research to authenticate the items in the proposed scales. This technique permitted the data to statistically load on factors that are connected in any preliminary assumptions that directed the development/improvement of the scale (Field, 2009). Pallant (2013) affirmed that, there are two (2) precondition aspects that are deemed significant when carrying out a factor analysis. The first factor is the sample size, which needs to be between One Hundred (100) or Two Hundred (200) before considering a factor analysis (Kline, 2015; Gorsuch, 1983; Heir et at., 2010). Thus, a sample size of One Hundred (100) is thought appropriate for factor analysis. The next factor is the inter-correlation amongst the items before considering/deeming a factor analysis. With respects to the inter-connections amongst items, Pallant (2013) affirmed that this could be confirmed by both the Bartlett's test of sphericity and the Kaiser-Meyer Olkin (KMO) extent of sampling sufficiency. Hair, Black, Babin and Anderson (2010) declare that "a KMO value of 0.90 is marvellous, 0.80 is meritorious, 0.70 is middling, 0.60 is mediocre, 0.50 is acceptable but miserable; and below 0.50 is unacceptable". They argued further that KMO values need to go above zero-point-fifty (0.50) to be considered appropriate for factor analysis, if not, the researcher would also require to collect additional information and embrace additional variables (Kaiser, 1974). Also, the outcome of Bartlett's test of sphericity needs to be significant ($p < 0.05$) before progressing with factor analysis. For determining the adequacy of sample size, the KMO and Bartlett tests were first applied. The outcomes displayed in Table 2 specified that the value of KMO for the performance appraisal practices is 0.542, signifying an acceptance level (Hair et al., 2010), and accordingly factor analysis was suitable for this data. Additionally, the output of Bartlett's assessment in this research could be illustrated with succeeding equation ($\chi 2 = 679.822$; DF= 190; $P<0.05$), which verifies the presence of certain association amongst the measurements of performance appraisal practices namely; training, job promotion, performance feedback, performance recognition and financial reward..

Table 2: KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.542
Bartlett's Test of Sphericity	Approx. Chi-Square	679.822
	Df	190
	Sig.	.000

After substantiating the required standards for accomplishing factor analysis, a PCA with Viramix rotation was accomplished on the performance appraisal practices. Utilising the latent root standard, only the factors that explained for the variance of at least a single variable were deliberated for retaining (Hair et al., 2010). From the entire Thirty-One (31) items that measured the performance appraisal practices variables, a total of Twenty-One (21) items have a factor loading above 0.50 as illustrated in Table 3. Hence, ten (10) items were deleted from the measures of performance appraisal practices variables. Precisely, the result discloses that item one (1) "I can use knowledge and behaviours learned in training designed based on performance evaluation at work. Similarly, item two (2); "Performance-based training helps me develop the skills I need for the successful accomplishment of my duties" were deleted from the training as one the purposes of performance appraisal scale because of low loadings below 0.50.Moreover, item one (1); "I think every civil servant in Kwara State is judged using the same promotion standards" and item two (2); "Job promotion improves my commitment as well performance to work.", were deleted from job promotion as a practices of performance appraisal scale because of low loadings below 0.50. Also, item three (3); "After I finish my job, I will know whether I performed well" and item five (5); "I am always told whether I am doing a good job" were deleted from performance feedback. Item one (1); "I feel really appreciated if my performance is acknowledged" and item five (5); "I personally feel that my efforts are being recognized adequately". Finally, item four (4); "I have an opportunity to express my opinions about salary decision to the management in Kwara State civil service" and item five (5); 'Kwara State civil service will consider civil servants' opinions when making salary decision" were deleted from financial reward because of ow loading below 0.50.

Table 3: Factor Analysis for Performance Appraisal Practices

Items	*Component*				
	T'R	*JP*	*PF*	*PR*	*FR*
The Kwara State civil service invests in my personal development in broad manner	.650				
The Kwara State civil service invests in my professional growth in broad manner	.703				
In the Kwara State civil service, trainings are designed based on the outcome of employees' performance evaluation report	.706				
Training designed based on performance appraisal report stimulates learning and application of knowledge.	-542				
In the Kwara State civil service, training needs are identified through performance appraisal periodically.	-572				

I can question promotion decisions through a formal communication channel in the Kwara State civil service	.738
I think Kwara State civil service follow the stated promotion standards to make promotion decisions.	.869
Promotion exercise in Kwara State civil service is transparent and unbiased.	.816
Doing the tasks required by my job as a civil servant provides chances for me to figure out how well I am doing.	.637
My Director always gave me feedback about how well I am doing.	.658
My Director often let me know whether I am performing the job well or not.	.585
My Director often comments about the quality of my work.	.626
I feel that the performance appraisal scheme in the Kwara State civil service values my efforts.	.555
I feel that the performance appraisal scheme in the Kwara State civil service gives recognition to me fairly.	.872
I will appreciate non-monetary form of recognition such as merit award for job well done.	-609
I personally feel that my performance is being recognized adequately.	-814
I agree that being appreciated will boost my performance.	.629
When I do a good job, I receive commendation from my Director.	-518
The pay I receive in Kwara State civil service is related to my performance.	.914
I think Kwara State civil service offers me a better salary as well as salary increment after being promoted when compared with other organizations.	.914
I think Kwara State civil service is able to use objective job information when making salary decisions.	.533

TR (Training), JP (Job Promotion), PF (Performance Feedback), PR (Performance Recognition), FR (Financial Reward)

Consistency of Internal

Cronbach's Alpha was employed to define the consistency o internal of the objects of the performance appraisal practices scale (Sekaran & Bougie, 2013). The satisfactory standard of Cronbach's alph in this investigation is 0.40, as submitted by Steven (1992). The result presented in Table 4 show that the Cronbach's Alpha for Training, Jo Promotion, performance feedback, performance recognition an Financial Reward are 0. 746, 0.794, 0.813, 0.787 and 0.489 respectively which indicated an acceptable internal consistency for the items.

Table4: Summary of Reliability Tests

Constructs	No. of Original Items	Cronbach Alpha	Item Deleted	No of items for main survey
Training	7	.746	2	5
Job promotion	5	.794	2	3
Performance feedback	6	.813	2	4
Performance recognition	8	.787	2	6
Financial reward	5	.489	2	3

DISCUSSION

The practices of performance appraisal offered in this research placed emphasises on the five categories of HRM, namely: training, job promotion, performance feedback, performance recognition and financial reward. The scale for measuring training of civil servants focuses on how civil service invest on their training and identification of training need via performance appraisal (Demo et al., 2012). The scale of job promotion involves the items that assess the decisions and processes taken in promoting civil servants (Cheng, 2014). The scale of performance feedback involves the items that assess how civil servants receive information about their behaviours, and an evaluation about the quality of those behaviours. The scale of performance recognition involves the items that assess the process of giving a civil servant a certain status within the civil service (Danish & Usman, 2010). The scale likewise studies how performance of civil servants is being recognized and appreciated to boost performance by civil service. Lastly, the scale of financial reward focuses on how better the pay of the civil servants is commensurate with their performance and compares with other institutes (Cheng, 2014). The imperative motive of these gauges is to ascertain the effectiveness of the practices of performance appraisal, mainly with respects to improving and managing civil servants' performance in Kwara State.

CONCLUSION

The findings of this investigation illustrate that the performance appraisal practices gauges have proper content and reveal validity and a satisfactory level of internal consistencies of the five (5) scales of training job promotion, performance feedback, performance recognition and financial reward. However, because these gauges are still experiencing improvement, additional validation, most specially by evaluating their psychometric possessions via CFA utilising SEM, is continuing. The insinuation of validating these gauges is that they propose fresh standpoints to the supervisor or management on how to enhance the effectiveness and performance of their workforces with esteems to the positive expansion of performance appraisal practices via HRM.

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