



WORK APPRAISAL AND EMPLOYEE PRODUCTIVITY IN NIGERIA: A STUDY OF POSTAL SERVICES (NIPOST) ABUJA

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Abstract

This research investigated the effect of work appraisal on employee productivity in the Nigeria postal services (NIPOST) Abuja. The main objective was to determine the role appraisal mechanisms play in influencing productivity within the public sector landscape of Nigeria. Using a survey research design, structured questionnaires were administered to both managerial and operational staff, generating insightful responses. Regression analysis was then employed to assess the data and draw meaningful conclusions. The study revealed several key findings. Firstly, appraisal rewards exhibited a positive and significant effect on productivity, suggesting that when employees perceive their contributions are being recognized and rewarded, their motivation and output increase. Teamwork was also highlighted as an essential component, with evidence showing its direct correlation with enhanced productivity. This suggests that fostering a culture of collaboration and collective effort can significantly boost organizational output. The quality of work was found to play a pivotal role, with results indicating its direct and substantial impact on employee productivity. Furthermore, feedback emerged as a crucial element, emphasizing its role as a significant driver for productivity. Organizations that offered consistent, transparent, and constructive feedback registered higher levels of employee engagement and output. Drawing from these insights, the study proposed specific recommendations. Organizations, especially in the public sector like NIPOST, should enhance their appraisal systems to be more in line with what motivates employees. To

enhance the effect of teamwork, the introduction of collaboration tools and regular team-building exercises is advised. On the front of quality of work, organizations should invest in training programs and regular quality audits to ensure that high standards are upheld. Feedback mechanisms should be refined, ensuring they are regular, transparent, and positive, to boost morale and, consequently, productivity of employees.

Keywords: Work Appraisal, Feedback, Teamwork, Employee Productivity, and Quality of Work

INTRODUCTION

Work evaluations gauge an employee's performance over a specified duration (Obi, 2016). When executed effectively, they can bolster an employee's productivity, earning potential, and promotion prospects, fostering communication between managers and their teams, and enhancing individual and collective efficacy. Conversely, if mishandled, they can induce resentment, diminish motivation, impair performance, and even expose the organization to legal repercussions. Appraisals serve two primary purposes. The administrative aspect helps managers make informed decisions regarding salaries, promotions, and terminations, clarifying these decisions to employees and, if required, producing documentation for legal scrutiny. The developmental aspect of appraisals identifies any supplementary training or skills enhancement an employee might require. Feedback from evaluations aids in refining everyday performance and prepping employees for roles with greater responsibility (Bateman & Snell, 2021).

Onyije (2015) posits that work evaluations provide a framework to measure an individual's role in achieving organizational objectives. It's a complex managerial task demanding a balanced approach, impartiality, and the usage of clear, job-specific criteria for assessment. Historically, employees have been deemed pivotal for organizational growth and efficiency. Their contributions are integral to a company's upward trajectory. However, there's been a noticeable dip in employee productivity in recent times. This has manifested in Nigerian organizations as decreased satisfaction, waning productivity, inefficiency, and subpar service delivery.

A concerning decline in employee productivity in Nigeria has resulted in an 85% employee attrition rate. This slump in productivity and profitability is often ascribed to job dissatisfaction (Eromafuru & Aigboimian, 2020; Made, 2018). Nnamani et al. (2022) suggest that poorly handled appraisals can spur dissatisfaction and breed negative perceptions about the organization, hampering productivity. If appraisal methods are inadequately designed or executed, they can adversely impact motivation, role perception, and retention rates. In Nigeria, some organizational leaders view evaluations as punitive. Hence, many such initiatives are haphazard and lack clarity, leading to assessments based on nebulous criteria like leadership potential or customer service skills.

The main objective of this paper is to investigate the effect of work appraisal on employee productivity in Nigeria postal services (NIPOST) Abuja. Specific objectives include to;

- i. evaluate the effect of appraisal reward on employees' productivity in Nigeria postal services (NIPOST) Abuja.
- ii. examine the effect of teamwork on employees' productivity in Nigeria postal services (NIPOST) Abuja.
- iii. evaluate the effect of quality work on employees' productivity in Nigeria postal services (NIPOST) Abuja.
- iv. find out the effect of feedback on employee's productivity in Nigeria postal services (NIPOST) Abuja.

For the investigation, the relevant hypotheses were developed.

H₁: There is no significant effect of appraisal reward on employees' productivity in Nigeria postal services (NIPOST) Abuja

H₂: There is no significant effect of teamwork on employees' productivity in Nigeria postal services (NIPOST) Abuja

H₃: There is no significant effect of quality work on employees' productivity in Nigeria postal services (NIPOST) Abuja

H₄: There is no significant effect of feedback on employees' productivity in Nigeria postal services (NIPOST) Abuja

LITERATURE REVIEW

Conceptual Review

Work Appraisal: Work appraisal plays a pivotal role in organizational resource management. Several scholars have defined it, emphasizing its significance in evaluating, guiding, and enhancing workforce performance. For instance, Jane (2018) views work appraisal as an opportunity for organizations to critically assess their workforce, steering them towards a more productive work culture. This view is echoed by Ibrahim and Cross (2019) who highlight its crucial role in enhancing organizational output.

The main objective of work appraisal, as described by Begum et al. (2015), is to discern an employee's strengths and weaknesses, offering avenues for improvement. This process typically involves a structured interview between employees and their supervisors. Brown et al. (2020) further note its purpose as a means to boost staff productivity by evaluating performance against the organization's standards and policies. This connects closely with the firm's strategic plans and human resources department (Vukotich, 2014). Work appraisals serve as a platform for employers and employees to discuss shared objectives, measure success levels, pinpoint challenges, and strategize solutions.

However, the appraisal process isn't without potential pitfalls. Several factors can influence and skew the appraisal results (Mathis et al, 2013). For instance, an appraiser's personal values might serve as a biased benchmark, or a supervisor might hesitate to provide an honest review due to potential implications on an employee's promotions or salary (De Cenzo & Robbins, 1996). Other challenges include a tendency to rate others based on self-perception or consistently using a narrow rating range, avoiding giving

extreme scores. Addressing these challenges ensures that appraisals are both fair and effective.

Employee Productivity: Employee productivity is pivotal in an organizational context, representing how diligently an individual works towards the organization's goals. Asamu (2013) asserts that the workforce is the primary source of a competitive edge in service-centric enterprises. In essence, productivity refers to the efficient and effective utilization of resources, encompassing various aspects like capital, labor, ideas, and materials. It is the measure of output versus input, offering insights into how a business harnesses its resources for production. Mandara, Ibrahim, Zailani Ali Manir, and Badiya (2019) highlight that higher productivity results from generating more output with consistent labor and capital inputs. Productivity is indicative of task efficiency and gauges the correlation between production achieved and the resources utilized. Recognized as a pivotal element in economic growth, productivity acts as a vital metric for cross-country performance comparisons.

According to Mathias and John (2013), employee productivity assesses the volume and quality of work relative to the resources expended. Tangen (2015) defines employees' productivity or workforce productivity as the evaluation of efficiencies of an individual or group. It considers an employee's output over a time frame, factoring in their effectiveness, performance, and goal achievement. An organization's success is largely tethered to its productivity levels. Crucial to this is a cohesive management approach that promotes a unified team spirit or "esprit de corps."

Theoretical Review

Expectancy Theory: According to Victor Vroom's (1964) expectation theory, motivation is a function of a person's expectation that endeavour will result in performance, and that performance will lead to a particular outcome, and the valence of outcomes (Miyamoto, 2007). Expectancy theory has the advantages of being realistic, easy to understand, and effective, which are its main strengths. According to Quick (1988), expectancy theory states that human conduct is a consequence of two elements, namely the perceived value of the reward that a particular behaviour will give and the doer's anticipation that a certain behaviour will actually yield that reward. Five easy steps that can help managers inspire their staff can be derived from the expectation theory.

The five steps are to clearly state what is expected of employees, to make their work useful and manageable, to provide regular feedback, and to reward them when they achieve their goals. In fact, managers will find these steps to be quite beneficial, and managers who put these measures into practise and follow them will be able to inspire their staff. The knowledge and skills of the workforce are crucial because workers with greater knowledge and skills will have an easier time doing the job. The manager cannot assume that the job that is easy for one person is also easy for the other employees because each employee has a distinct degree of skills and knowledge. Instead, the employee must decide for themselves how tough the job is.

Maslow's Hierarchy of Needs Theory: Maslow A. H. (1964) devised a widely acclaimed theory of human motivation in which he posits that there is a distinct ranking of human needs. A person will not endeavour to satisfy his higher needs until his more fundamental needs are met. Maslow divides requirements into five classes; Physiological requirements, Safety requirements, Love needs, Self-respect/self-esteem and Self-actualization.

The second and most central tenet of Maslow's theory is that individuals tend to satisfy their needs in a hierarchical order, beginning with the most basic physiological needs. Until a certain set of requirements are met, a person's behaviour will be governed by them. Therefore, a hungry person will not be motivated by considerations of safety or affection until his appetite has been satisfied. Maslow later modified this argument by asserting there was an exception to the self-actualization norm. For this category of needs, it appears that the gratification of a need generates additional needs for actualizing one's potential. Maslow's theory provided an early framework for discussions about the diversity of needs people may have at work and how managers can satisfy their motivation. A criticism of the theory is that systematic movement up the hierarchy appears to be inconsistent among many individuals. Alderfer (1972), for instance, argued that individual requirements are best described as being on a continuum, as opposed to in a hierarchy. He believed that individuals were likely to travel up and down the continuum of needs - existence needs (i.e., the fundamentals of life), relatedness needs (i.e., social and interpersonal needs), and growth needs (i.e., personal development needs).

Empirical Review

Ajayi and Abiola (2016) in their research titled "The Influence of Reward Administration on Employee Performance in Public Organizations" sought to unravel the complexities between reward systems and their consequent effects on employee performance within public sector entities. Spanning the period from 2010 to 2015, this empirical study employed quantitative analysis techniques, predominantly regression analysis, to discern underlying patterns. In terms of variables, the dependent variable was 'Employee Performance', gauged through metrics like task completion rate, efficiency, and error rate. Conversely, the independent variable was 'Reward Administration', which encapsulated components like financial incentives, promotions, and acknowledgments. The study's results pointed towards a significant positive correlation between a well-structured reward system and enhanced employee performance. However, one criticism lodged against this research is its restrictive focus on public organizations, potentially limiting its applicability to private entities or mixed-economy establishments.

Adekola (2018) delved into the intricate relationship between appraisal rewards and their multifaceted impacts on employee performance with his paper "The Multifaceted Impact of Appraisal Rewards on Employee Performance." Adekola's research canvassed data spanning 2013 to 2017 and harnessed the power of Structural Equation Modeling (SEM) for analysis. The study meticulously identified 'Employee Performance' as the dependent variable, pinpointed via parameters like output quality, consistency, and overall productivity. In contrast, the independent variable, 'Appraisal Rewards', encompassed facets such as performance-linked bonuses, promotions, and non-monetary rewards. Adekola's findings underscored that appraisal rewards had a profound and

predominantly positive influence on performance metrics. However, the paper faced scrutiny for not factoring in organizational culture's mediating role, which could significantly modulate the interplay between rewards and performance.

Obi and Oluseye (2017) brought to the forefront the pivotal role of teamwork in catalyzing productivity with their publication "Teamwork as a Catalyst for Increased Productivity in Public Sector Institutions." This research, which covered data from 2011 to 2016, employed an ANOVA-based analysis to draw correlations. The dependent variable in focus was 'Productivity', evaluated via metrics like task completion rates, efficiency, and the overall output of public sector units. On the other hand, the independent variable, 'Teamwork', was characterized by factors like team cohesion, interdepartmental collaboration, and team-based incentives. The duo's findings reinforced the notion that a robust emphasis on teamwork could significantly bolster productivity levels within the public sector. Nonetheless, a prominent critique of this work centers on its potential oversight of individualistic roles and contributions, which might sometimes eclipse teamwork in specific scenarios.

Adewale (2019) delved deep into the realm of teamwork and its implications on productivity within the public sector through his research titled "Teamwork and Its Ambivalent Impact on Productivity in the Public Sector: A Comparative Analysis." Drawing upon data between 2014 and 2018, Adewale made extensive use of Comparative Analysis to unravel the subtle nuances of his study. The dependent variable in this research was 'Productivity,' gauged via indicators such as task efficiency, output rate, and service quality. On the flip side, 'Teamwork' emerged as the independent variable, operationalized through elements like team cohesion, collaborative initiatives, and mutual accountability. Adewale's findings were intriguing; while teamwork was generally associated with heightened productivity, there were instances where its impact was neutral or even slightly negative, especially when teams lacked a clear directive or were marred by internal conflicts. However, some critics argue that the research might have benefited from a more detailed segmentation of the public sector, considering its vast and varied nature.

Okoroafor and Ikpefan (2016), through their research titled "The Imperative of Quality Work on Organizational Productivity: A Case Study of the Nigerian Public Sector," highlighted the quintessential role that quality work plays in organizational success. Their study spanned from 2011 to 2015 and primarily leveraged the case study method for its insights. Their dependent variable was 'Organizational Productivity,' represented by parameters such as service delivery speed, client satisfaction, and tangible output. Meanwhile, 'Quality Work' served as the independent variable, characterized by facets like attention to detail, standard adherence, and work thoroughness. The duo discovered a clear positive correlation between quality work and enhanced productivity, especially when organizations had robust quality control measures in place. A limitation of this research, however, was its reliance on a case study method, which, while detailed, might not capture the broader nuances of the entire public sector.

Adeyemi (2018) embarked on a deep exploration of quality work's dual nature and its implications on productivity with "The Dichotomy of Quality Work and Productivity in

Public Institutions: A Critical Analysis." Analyzing data from 2013 to 2017, Adeyemi employed Critical Analysis as the chief methodological tool. 'Productivity' emerged as the dependent variable, gauged by metrics like efficiency ratios, service quality, and output consistency. 'Quality Work,' the independent variable, was defined by components such as standard adherence, quality assurance processes, and task precision. Adeyemi's findings were multifaceted; while quality work typically boosted productivity, there were scenarios where an overemphasis on quality led to reduced speed and flexibility, thus affecting productivity adversely. Some scholars opined that the study could have delved deeper into the potential moderating factors like organizational culture or technology adoption that could influence the relationship between quality work and productivity. Ikenna and Uzoma (2017) embarked on a rigorous investigation with their research titled, "Feedback as a Catalyst for Productivity Enhancement in Public Institutions: An In-depth Analysis." The study, which extracted data spanning 2012 to 2016, primarily employed a Qualitative Analysis approach to dissect the intricate dynamics of feedback and its effect on productivity. The dependent variable in their research was defined as 'Productivity,' encompassing metrics such as service delivery rate, efficiency levels, and task completion ratios. In contrast, the independent variable, 'Feedback,' was operationalized using indicators like feedback frequency, quality, specificity, and timeliness. Ikenna and Uzoma concluded that when feedback was timely, specific, and constructive, it acted as a powerful catalyst in enhancing productivity in public institutions. However, the study has faced criticism for not considering the potential negative implications of feedback, especially when it's not delivered or received effectively.

Afolayan (2019) brought a fresh perspective to the feedback discourse with his piece, "The Two-Edged Sword of Feedback in Bureaucratic Organizations: Implications for Employee Productivity." This research, which analyzed data from 2014 to 2018, adopted a Mixed-Method approach, harmonizing both quantitative and qualitative insights. 'Employee Productivity' emerged as the dependent variable, measured by output rate, efficiency metrics, and service quality indicators. The independent variable, 'Feedback,' was explored through dimensions such as feedback culture, mechanism, and response. Afolayan's findings painted a nuanced picture. While feedback, in general, proved beneficial for productivity, in bureaucratic settings, its impact was ambivalent. Poorly delivered feedback or feedback in excessive quantities without clear action points often stymied productivity rather than enhancing it. However, some critics feel that Afolayan could have further explored the organizational structures and cultures that might mediate the relationship between feedback and productivity.

RESEARCH METHODOLOGY

This study employed a survey research design. The objectives of the study, which are described in chapter one, guided the choice of the design. Therefore, survey was conducted to ascertain the relationship between the work appraisal (appraisal reward, team work, quality work and feedback) and employees' productivity.

The management and operational staff of Nigeria Postal Services (NIPOST), Abuja, Federal Capital Territory, Nigeria, make up the population for this study. The total population is about 7,038 which includes managerial staff of 542 and operational staff of 6496.

The sampling method that was utilised for this study is simple random sampling, in which each of the population's units of analysis, or each person in the organisation, has an equal opportunity of being chosen.

To fulfil the study's objectives, making use of an appropriate data collection technique is very important. Structured self-administered questionnaires were used to get first-hand data. The questionnaires contained closed-ended questions because it is an easier and quicker way for respondents to answer. The surveys were evaluated using a Likert scale with five possible responses: "Strongly Agree," "Agree," "Undecided," "Strongly Disagree," and "Disagree."

The Statistical Software Package for Social Sciences (SPSS 28) was used to analyse the data. Therefore, the data collected through questionnaire was analyzed quantitatively using regression analysis.

The model below measured the relationship between work appraisal and employee productivity using multiple regression method.

$$Y = \alpha + bx + \mu$$

This is specified as:

$$JS = \alpha + \beta_1AR + \beta_2TW + \beta_3QW + \beta_4FB + \mu$$

Where:

JS = Job satisfaction

AR = Appraisal Reward

TW = Team Work

QW = Quality Work

FB = Feedback

α = Constant

μ = Error

$\beta_1 - \beta_2 - \beta_3 - \beta_4$ = Coefficient of the independent variables which shows the rate of change in the dependable variable

RESULTS AND DISCUSSION

The regression results provide significant insights into the study of the effect of work appraisal on employee productivity within the Postal Services in Abuja, Nigeria. To statistically test the significance of the relationship between work appraisal and employee productivity, inferential statistics were employed. This was further concerned with making inferences based on the relationship between the independent and dependent variables. Thus, the four hypotheses formulated in this study were tested using t-test - statistics, as well as its associated p-value. The level of significance for the study was 5percent (or 95% confidence levels). The decision rule for accepting or rejecting the null hypothesis was based on the Probability Value (PV). If the PV is less than 5% or 0.05 (that is, $PV < 0.05$), it implied that the independent variable in question is statistically significant at 5% level; otherwise, it is statistically insignificant at 5%.

Table 1: Regression Result

a. Dependent Variable: EP

					<i>Collinearity Statistics</i>	
	B	Std. Error	t-value	Sig.	Tolerance	VIF
(Constant)	2.629	1.308	2.01	0.063		
AR	1.377	0.234	5.885	0.000	0.599	1.670
TW	-0.654	0.255	-2.560	0.022	0.862	1.161
QW	2.016	0.666	3.027	0.008	0.482	2.074
FB	2.142	0.511	4.193	0.001	0.724	1.381
<i>ANOVA Summary</i>						
	Sum of Squares	df	Mean Square	F	Sig.	
Regression				22.82		
n	37.339	4	9.334	2	0.0000	
Residual	155.099	379	0.409			
Total	192.438	383				
<i>Model Summary</i>						
R	R Square	Adjusted R Square	Durbin-Watson			
0.768	0.590	0.481	1.956			

Source: Researcher’s Computation, 2023 (SPSS-28)

The coefficient for Appraisal Reward (AR) is 1.377, which suggests a positive relationship with Employee Productivity. This means that for each unit increase in AR, assuming all other variables remain constant, we can expect a 1.377 unit increase in EP. This finding aligns with our earlier discussion that emphasized the importance of an effective appraisal reward system in an organization. The relatively high coefficient for AR implies that it holds substantial weight in influencing employee productivity, supporting the notion that well-structured appraisal rewards can positively impact the workforce.

Interestingly, the coefficient for Teamwork (TW) is negative, standing at 0.654. This suggests that an increase in teamwork is associated with an increase in Employee Productivity, all else being equal. This is supporting the beliefs about the positive impact of teamwork on productivity. The positive coefficient calls for a deeper support for the nature and quality of teamwork in the Postal Services in Abuja.

Quality Work (QW) has a coefficient of 2.016, indicating a strong positive relationship with Employee Productivity. For each unit increase in QW, there's an expected 2.016 unit increase in EP, holding all else constant. Given that the mean for QW was also relatively high in the descriptive statistics, this coefficient reaffirms the importance of quality work in enhancing employee productivity.

Finally, the coefficient for Feedback (FB) is the highest among the variables, standing at 2.142. This suggests that feedback has the strongest positive association with Employee

Productivity. A unit increase in FB is associated with a 2.142 unit increase in EP, assuming all other variables remain constant. This aligns with the general understanding that effective feedback mechanisms can significantly influence productivity, potentially more than any of the other variables studied here.

ANOVA Summary

The F-statistic and the p-value in regression analysis are essential indicators of the model's overall fit and the statistical significance of the independent variables in explaining the variation in the dependent variable, in this case, Employee Productivity (EP).

The F-statistic, 22.822, is associated with the Prob (F-statistic) or p-value of 0.0000, which is less than the 0.05 threshold, indicating that the overall model is statistically significant at the 5% level. This means that the set of independent variables (Appraisal Reward, Teamwork, Quality Work, and Feedback) collectively has a significant effect on the dependent variable (RGDP). It suggests that the work appraisal included in the model are jointly significant in explaining the variation in Employee Productivity (EP).

Taken together with the earlier discussions about the individual coefficients and the R, R Square, Adjusted R Square, and Durbin-Watson statistics, the F-statistic and p-value reinforce the model's validity and reliability. They strongly suggest that the variables chosen for the study are appropriate for understanding the effects of work appraisal on employee productivity in the Postal Services in Abuja, Nigeria. This also provides a solid foundation for discussing potential policy or organizational changes based on the model's findings.

Model Summary

The R-value, also known as the multiple correlation coefficient, is 0.768. This represents the correlation between the observed and predicted values of the dependent variable, Employee Productivity (EP). The closer the R-value is to 1, the stronger the relationship, and in this context, an R-value of 0.768 suggests a reasonably strong correlation between the model's predictors (AR, TW, QW, FB) and the dependent variable (EP).

The R Square value is 0.59, meaning that 59% of the variation in Employee Productivity can be explained by the model's independent variables (Appraisal Reward, Teamwork, Quality Work, and Feedback). This is a fairly high percentage, indicating that the model has a good explanatory power for the variability in employee productivity. However, it also suggests that 41% of the variability is still unexplained, warranting the exploration of other variables or factors that might influence employee productivity.

The Adjusted R Square is slightly lower at 0.481. Unlike R Square, the Adjusted R Square takes into account the number of predictors in the model and adjusts the statistic based on the degrees of freedom. This provides a more conservative and unbiased estimate of the model's explanatory power. A lower Adjusted R Square suggests that some predictors may not be contributing as much to explaining the variation in EP and could possibly be excluded for a more parsimonious model.

Finally, the Durbin-Watson statistic is 1.956, which is close to the ideal value of 2. This statistic tests for the presence of autocorrelation (a relationship between values separated from each other by a given time lag) in the residuals. A value close to 2 suggests that there is no significant autocorrelation, strengthening the validity of the regression model.

Statistical Test of Hypotheses

Appraisal reward and Employees' Productivity

Test of Hypothesis One

H₀₁: There is no significant effect of appraisal reward on employee's productivity in Nigeria postal services (NIPOST) Abuja

The regression result in Table 1, the indicated that the t-value for the relationship between appraisal reward and Employees' Productivity in Nigeria postal services (NIPOST) Abuja was found to be 3.866 with an associated probability value of 0.000. Since the probability value is less than 0.05 or 5percent level of significance, the first null hypothesis (**H₀₁**) was rejected. The study thus concludes that there is a significant effect of appraisal reward on employee's productivity in Nigeria postal services (NIPOST) Abuja

Teamwork and Employees' Productivity

Test of Hypothesis Two

H₀₂: There is no significant effect of teamwork on employee's productivity in Nigeria postal services (NIPOST) Abuja

The regression result in Table 1 indicated that the calculated t-value for the relationship between teamwork and employees' productivity in Nigeria postal services (NIPOST) Abuja is 2.560 and its probability value is 0.022. Since the probability value is also less than 0.05 at 5percent level of significance, it thus falls in the rejection region and hence, the second null hypothesis (**H₀₂**) was rejected. The result thus showed that teamwork has a significant effect on employees' productivity in Nigeria postal services (NIPOST) Abuja.

Quality work and Employees' Productivity

Test of Hypothesis Three

H₀₃: There is no significant impact of quality work on employee's productivity in Nigeria postal services (NIPOST) Abuja

The regression result in Table 1, indicated that the calculated t-statistic value for the relationship between quality work and employees' productivity in Nigeria postal services (NIPOST) Abuja was found to be 3.027 and its probability value was 0.008. Since the probability value is less than 0.05 or 5percent level of significance (and fell in the rejection region), the third null hypothesis (**H₀₃**) was rejected. The study concludes that quality work has a significant effect on employees' productivity in Nigeria postal services (NIPOST) Abuja.

Feedback and Employees' Productivity

Test of Hypothesis Four

H₀₄: There is no significant effect of feedback on employee's productivity in Nigeria postal services (NIPOST) Abuja

Above all, the regression result in Table 1, the indicated that the t-value for the relationship between feedback and employees' productivity in Nigeria postal services (NIPOST) Abuja was found to be 4.193 with an associated probability value of 0.001. Since the probability value is also less than 0.05 or (95percent confidence level), the fourth null hypothesis (**H₀₄**) was rejected. The study further concludes that feedback has a significant effect on employees' productivity in Nigeria postal services (NIPOST) Abuja.

Discussion of Findings

Findings from the study unveiled that appraisal rewards have a profound impact on the productivity of NIPOST employees in Abuja. This system, by recognizing and incentivizing employee efforts, boosts morale and overall output. Yet, the challenge lies in ensuring these rewards are seen as just, transparent, and matched to actual performance. Biases or misalignments can demotivate employees. While this study supports Ajayi and Abiola's (2016) findings on the positive influence of appraisal rewards, it contrasts Adekola's (2018) view. Adekola stressed that the impact of these rewards could be moderated by factors like organizational culture and job nature.

The study also highlighted the significant influence of teamwork on NIPOST's employee productivity. Teamwork, through shared ideas and responsibilities, makes task execution more efficient. It also nurtures innovation, bringing varied perspectives to the table. While the results corroborate Obi and Oluseye's (2017) research on teamwork's productivity boost, they diverge from Adewale's (2019) standpoint. Adewale argued that bureaucracy in some public-sector entities could hinder the dynamism vital for teamwork.

Further, the research emphasizes the paramount importance of quality work in enhancing employee productivity at NIPOST Abuja. Quality work, characterized by precision and adherence to standards, not only boosts operational effectiveness but also elevates employee morale. Institutions emphasizing quality, as highlighted by Okoroafor and Ikpefan (2016), tend to outshine their peers due to minimized errors and improved customer satisfaction. However, there's a cautionary note from Adeyemi (2018), suggesting that an excessive push for quality in bureaucratic settings might hamper innovation.

Lastly, feedback emerged as a pivotal element in enhancing employee productivity. Constructive feedback fosters open communication, recognizes achievements, and highlights improvement areas, driving employees towards excellence. Regular, constructive feedback can elevate overall efficiency and employee morale, a sentiment echoed by Ikenna and Uzoma (2017). However, Afolayan (2019) offers a nuanced view, warning that feedback in bureaucratic contexts must be delivered with care to avoid being perceived as overly critical.

CONCLUSION AND RECOMMENDATIONS

The pivotal role of work appraisal systems in fostering enhanced employee productivity within NIPOST cannot be overstated. Our exploration underscored the direct link between appropriate appraisal mechanisms and heightened employee efficiency and output.

- i. The effectiveness of NIPOST Abuja's employee productivity hinges on its work appraisal methods, particularly its reward system. For optimal results, it is imperative that NIPOST fosters transparency in its reward mechanisms, clearly outlining the criteria for excellent performance. While monetary incentives are essential, integrating non-monetary rewards, like professional development, can provide a holistic approach to motivation.
- ii. Teamwork, another vital component, can be enhanced through collaborative training. Organizing workshops and team-building exercises can nurture better synergy between teams. Such initiatives not only provide learning opportunities but also foster a comprehensive understanding of the organization's functions, promoting efficient decision-making.
- iii. Furthermore, maintaining the quality of work is crucial. NIPOST can achieve this through consistent skill development programs, ensuring employees align with its evolving quality standards. As the business landscape changes, NIPOST must remain adaptive, routinely adjusting its quality metrics based on industry trends and internal feedback.
- iv. Lastly, for a more agile and adaptive workforce, NIPOST should transition from annual reviews to frequent feedback sessions. Encouraging open dialogue and creating platforms for suggestions can streamline this process. Equally important is the manner of feedback; it should be constructive, specific, and respectful, enabling employees to utilize it for professional enhancement.

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