

## Performance Appraisal and Staff Development in Local Government Administration: A Study of Patani Local Government in Delta State

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### Abstract

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Performance appraisal is a significant instrument in enhancing public service performance, vis-à-vis rural development in Nigeria. The study focused on the performance appraisal and workers development in the public sector, survey of Patani LGA in Delta state. The study covered workers in Patani LGA, Delta state. The study was guided by four (4) research questions and two (2) hypotheses. The study used correlational design. Self – Structured questionnaire served as instrument for data collection – TWO experts in the department of measurement and evaluation, faculty of Education N.D.U validated the instrument. One hundred (100) employee (workers) were used as the population of the study while correlation coefficient of 1.00 indicating high positive correlation, thus indicating that the instrument was re reliable-Fourteen (14) items of questionnaire (instruments) was extracted from the research questions which respondents answered correctly and returned completely as in table 2. Meanwhile, percentage, mean and t -test were used for the analysis of collected data. The result showed that the level of motivation of staff of Patani LGA was very low. It was recommended that workers in Patani should enjoy fridge benefits and other things a workman should enjoy in the workplace.

**Keywords:** *Performance appraisal, Public service and Staff Development*

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### **Background to the Study**

Performance appraisal is an instrument for identification of deficiency which point out the weaknesses of workers and spot the areas where development efforts are needed in the organization. The history of performance appraisal is quite brief. Performance appraisal roots can be traced in the early 20<sup>th</sup> century to Taylor's pioneering time and motion studies. The performance appraisal system starts in practiced mainly in the 1940s and with the help the of this system, merit rating was used for the first time near the Second World War as a method of justifying an employee's wages.

Performance appraisal has also been looked at as the method by which the performance and productivity of each worker are measured in order to determine his or her contributions to the effort of the organization towards the achievement of the set goals and objectives. The method used in the measurement and evaluation of a worker performance differ from one establishment to another. The objective is to estimate the job performance of each worker (employee) towards the achievement of organizational objectives.

Performances appraisal is also carried out for the purpose of promotion and transfer to new job tasks and position within an organization or (regarding this context) local government councils (Eldman, 2019). Performance appraisal in the public sector is a system of setting worker's individual targets, monitoring those targets, monitoring those target's, measuring the results through evaluation and either correcting or rewarding the worker's performances in other words, an appraisal is the evaluation of employee's work (Obisi, 2011). The system engage, motivates employee (worker) and thereby direct them toward achieving the strategic goals of the organization (Verhulp, 2016). Performance appraisal also pays a key role to measure the employee's performance and help the organization to check the progress towards the desired goals and objectives (Ijbm, 2012). Now organization including local government councils use performance appraisal as a strategic approach to coordinate human resource and business policies. Therefore, performance appraisal is important to manage employee's work effectively and efficiently in the public sector. In the developed world, performance appraisal has been used to exposes the strength and the weakness of the staff. On the job especially in developed world. In these countries, performance appraisal practice is done without the appraisers attaching themselves to the exercise unlike developing countries where the exercise is said to be unproductive and affect organizational goals. There are number of government establishment in Nigeria using performance management system for making their worker's productivity better because it leads to achieve organization performance which Patani local government area of Delta State is not exempted.

### **Statement of the Problem**

Many organizations in Nigeria businesses seems to have failed including the local government system because of ineffective and inefficient performance appraisal systems (Obisi, 2011). The performance of staff of executing agencies or public enterprises is limited to budget monitoring and annual performance evaluation. However, experts are of the view that there is no link between employee (worker) performance and organization productivity growths (Onyeizugbe, 2011). These organizations including the local government systems are required

to give adequate attention to performance management reviews to enhance productivity in the study area.

Again, Workers of most local government have complained over the years of lack of motivation, ill treatment, poor employee welfare scheme by employer (government of the day), lack of human resources which have resulted in higher labour turnover rate and termination of employment contracts as well. As low performance on the part of the workers. The declining productivity of staff /workers that have translated to ineffective and inefficient performance in the public sector might be as a result lack of motivation, bad treatment and other factors.

The fact still remains that machines no matter how sophisticated they are, cannot effectively be utilized in the absence of human factor, which is the human resources that possess skills, knowledge, techniques for its operations. This makes it important for a vibrant, quality and professional human resource to also be adopted. These underlying factors seems to have affected the public sector negatively and they are germane to the affectivity of public sector in the state, and as such need to be considered. Hence, a study on performance appraisal and worker development in the public sector be necessary.

The study objectives

This work examines performance appraisal, implementation and Worker development in the public sector with focus on Patani L.G.A of Bayelsa State.

Specifically, the study intends to:

1. Examine the rate of staff involvement in performance appraisal exercise in the study LGA
2. To assess the implementation of Staff performance appraisal exercise in the LGA.
3. To determine the effect of Performance appraisal on Staff development in the LGA.

### **Research Questions**

This study will be guided by the following research questions.

1. What is the rate of staff involvement in performance appraisal exercise in Patani L.G.A?
2. What is the level of implementation of staff performance appraisal in the LGA
3. What is the impact of Performance appraisal on staff development in the LGA.

### **Research Hypothesis**

The following hypothesis were developed for the study.

Ho<sup>1</sup> There is no significant relationship between Motivation and worker development for productivity and efficiency of staff in the public sector in Patani L.G.A.

Ho<sub>2</sub>: There is no significant relationship between lack of effective implementation of appraisal results and workers development in patani L.G.A.

The study is limited focus on the performance appraisal and staff development in Patani L.G.A. between 1999 and 2022. Meanwhile, the study area is Patani local government council,

Delta State, Nigeria. Patani local Government Area counts as one of the twenty-five (25) LGAs of the state with its administrative seat in Patani under Delta state Southern senatorial district and comprises of Kabowei I, Kumboei, Agoloma, Bolou, Apelebiri, Bolou- Angiama, Odorubu, Toru-Angiama.

### **Theoretical and Conceptual Review**

The Theoretical framework of this study hinges on Vroom's expectation theory because the theory explains what motivates an individual to achieve a certain performance. Victor Vroom developed the expectancy theory in the 1960s. The focus of Vroom's expectancy theory is on human motivation. This theory impacts the fields of both business and Psychology. The expectancy theory was developed on the idea that how hard someone works is based on how that person perceives the outcome of the work. Simply stated, a person will work harder if the outcome or reward is something that is valued; the better the reward the harder person will work. The expectancy theory of motivation is rooted in the theory that humans will always choose behavior or action that reduces pain and increases pleasure.

Management can use the expectancy theory of motivation to motivate employees (workers) and increase performance. Below are some expectancy theory examples that managers use: Management offers end – of – the quarter bonuses to the employees (workers) that surpass their sales quota. In this example the workers are motivated to work throughout the quarter to sell above their quota. This reward is beneficial for employees who are motivated by money and put importance on bonuses.

Management supports promotion from within mentality and selects their best employee (workers) for promotions. This example appears to those who want to advance in their career. Management can motivate employee (workers) to perform their best work consistently to advance. Management offers monthly allowances for employees (workers) that have completed all projects on time. In this example, the employees that value a work / life balance and time off over money are the most motivated. Through this example, management can motivate employees (worker) all month long and increase satisfaction. The inter play of this theory are as follows (1) The expectancy theory is beneficial to management in understanding motivation. This theory helps managers gain a better understanding of why employees (workers) act and work in certain ways. Managers can then take that information and use it to motivate workers. Expectancy refers to when workers believe that the effort, they put into their work will accomplish their performance objectives. This belief is often based on how employees (workers) view the objective (whether it is hard or easy, their confidence in their skills, and their previous experiences. This component of expectancy theory is based on the idea that harder Work leads to increased Performance. Some variables independent of the employee (worker) affect this component, such as communication from others, resources, and support needed to complete the tasks. (2) Instrumentality. The element of instrumentality refers to employees' (workers) assumptions that if they accomplish the objective (s) they will get rewarded for it. Instrumentality is based on the trust an employee has that the desired reward is achievable, clearly defined rewards for tasks, and the individual appeal of the reward. Instrumentality is based on the idea that performance will lead to the desired outcome. (3)

Valence. The value and importance an employee gives a specific result are known as the Valence. Valence differs from job satisfaction, and it is only tied to the expected result and reward. This is the component of the theory that addresses utilizing effective rewards. A reward is only effective if the employee(s) (workers) values or wants it. Hence, the expectancy theory is based on human motivation. How hard a person works is directly related to how he or she perceives the outcome of their work. A person will work harder if the reward or outcome is something that person desires. Expectancy theory suggests that individuals are motivated to perform if they know that their extra performance is recognized and rewarded (Vroom, 1964).

### **Review of works on Performance Appraisal**

Performance Appraisal in the public sectors means evaluation of performance of the employees in terms of job requirement. It is a procedure by which the Organization evaluates the contribution of the personnel towards the organization and the job assigned to them and identifying the quantitative and qualitative outcome of such contribution. Obisi (2011), said performance appraisal is a system of setting employees individual targets, monitoring those targets, measuring the results through evaluation and either correcting or rewarding the employee's performance. In other words, an appraisal is the evaluation of employee's work. In appraising workers performance, the Nigerian public service sector currently uses the Annual performance Evaluation System (APER). This is based on the overall evaluation of employee's contribution to the organization on yearly basis. The yearly APER is divided into five sections.

1. Part 1 contains an employee personal record and leaves records.
2. Part 2 Contains tasks and targets set, job description, Key achievements, training/course attended in the year under review and job performance in the past, the employee fills his tasks and targets “based on his job description for the year to measure whether he has performed to expectation.
3. Part 3 evaluates character traits. Assessment of performance by Superior, work ethics, leadership qualities, training needs and teamwork.
4. Part 4 specifies next year's tasks and targets, comments by the employee on the assessment, declaration / signature by the employee and the reporting officer.
5. Part 5 is the counter signing officer report 1, who is normally the immediate superior of the reporting officer.

The Counter signing officer makes the process more transparent and creates room for feedback mechanism and monitoring which can control supervisors and to reviewers from being subjective to some extent Obisi,2011). Obisi (2011) outlined the following functions and purposes of performance appraisal in the public sector.

The (three) basic functions are

1. To provide adequate feedback to each person on his or her performance.
2. To serve as a basis for modifying Changing behavior toward more effective working habits;
3. To provide data to managers or supervisors with which they may judge future job assignments.

4. Purposes of performance appraisal in the public sector: Below are the reasons For performance appraisal in the public sector according to obisi (2011),
5. Feedback.
6. Recognition of good work.
7. Provide sense of confidence.
8. It gives self-worth.
9. Job satisfaction
10. Provide sense of commitment
11. Motivation for continued improvement in the public sector service

### **Review on Workers Development in Public Sector**

Employee (worker) development involves the expansion of an individual “capacity to function effectively in his or her present of future job. It is a process of educating workers so they can continue providing valuable contributions to their organization. It is a joint initiative of the employee (worker) as well as the employer to upgrade the existing skills and knowledge of an individual. For an employee to develop to a certain capacity and function in an expected form, there is a desideratum for an employee (worker) to be trained in a standard way. According to (Obisi, 2011), Employee (Worker) development is a central tenet of maintaining and developing the skills, Knowledge and abilities of both individual workers and the organization as a whole.

Employee development is gaining an increasing critical and strategic imperative in an organization in the Current business environment (Abdul, 2011). Thus, organizations need to invest in continuous employee (worker) development in order to maintain employee (worker) as well as the Organization success (Khawaja and Nadeem, 2013). Development refers to activities leading to the acquisition of new Knowledge or skills for purposes of growing. Organizations, also, local government councils provide employees (workers) with development Programmed in order to enhance their capabilities.

However, Obis (2011) noted that employee development enables and increase their market value, earn power and job security. Worker (employee) development is also defined in this study as the use of Strategies such as career planning, job rotation, coaching, mentoring, job training and proficiency courses such as technical courses and professional certifications. To improve the current and future Job performance of workers in Patani LGA in Delta State (Obisi, 2011). It also involves existence of a cordial atmosphere in organizations that encourages employees (workers) to add value to themselves to enhance their current and future goal attainment in cost effective ways.

For a local government area to succeed in her policies; it is necessary for the workers (employees) to undergo training and development. The training mainly focusses on job to be performed. According to (Appiah, 2011) Training is basically a learning experience, which seeks a relatively permanent change Training an employee (worker) in a specific skill to do a certain job while the development area works on increasing the general enhancement and exponential growth of the employee skills and by observing the working environment and through indirect learning (Asfaw, Argan & Bayissa, 2015).

Training is mainly divided into four dimensions such as training need to identify, Know the objective of the training, applicability of the job and training design to improve skills. The need to identify training as a necessity in an organization is not usually performed, this includes the identification of the correct requirements for the trainings (Asfaw, Argaw & Bayissa, 2015). Employee is aware of the training objectives. The outcome of & successful training program would be considered as training objectives for the workers, the training programed which benefits the employee (worker) is referred to as the objectives, (Obasi 2011). Training and development basically deal with the acquisition of understanding know – how, techniques and practices. In fact, training and development is one of the imperatives of human resource management as it improves performance at individual, collective development, (Tahir and Hahim, 2014).

Ng'ang'*set al* (2013) it is considered that training and development was an advantage to the local government council in the context of this study. But such training is limited only for the employees (workers). According to Abegukiet *al* (2014), the workers output is affected and correlated to the training. In the view of Vongaskhamphouy (2018) human resources development is affected by the internal and external environments. Human resource is the essential contributor to develop the performance of the worker despite of the affecting factors in its environment. According to Iman and Affandi 2018), Competency influenced the performance of the employees which means that the more competent the employee's (workers) would be the more productivity. As such, it is imperative that workers at Patani LGA might undergo training and development in annual basis, in order to be more competent in the job.

### **Performance Appraisal and Motivation Nexus**

Motivation is derived from the word 'motive which denotes a person's needs, desires, wants, or urges. It is the process of motivating individual to take action in order to achieve goal. Motivation is a desire that fuels an individual to perform or continue an action based on needs and wants of the individual. The workers who dedicate their lives to help others mold the public sector. It is imperative that the public service sector attract, recruit and hire workers who can elevate the perception and performance of the organizations (LGA). As such, motivation is the critical player, which can determine how an organization is either a success or failure. To understand motivation and how it shapes public sector organization, it is crucial to also understand how people are motivated, and the factors that form motivation. Motivation is a critical component of employee (worker) retention and work execution (Boye & Amponsah 2015).

As a result, hypothesis and research has been done to clarify the nature of an employee's s intrinsic motivation within the public service sector. Therefore, the public service sector needs to discover how and why employees remain intrinsically motivated, (Dur & Zoutenbier, 2014). The leaders in the public service sector are experiencing a great difficulty with regards to maintaining their Employees (workers) motivated to execute their jobs at full power (Kitz, 2014). Motivation is the driving force behind what an individual does. Merriam – Webster (2020), defines motivation as a motivating force, Stimulus, or influence and morale as the

mental and emotional condition (as of enthusiasm, confidence, or loyalty) of an individual or group concerning the function or tasks at hand.

Motivation can prompt and coordinate a person's behavior its desired destination. Therefore, motivations may be an effective mechanism when utilized by a manager (supervisor) to stimulate subordinates to be productive in their capacity as public sector workers (employees). Leaders have a powerful impact on worker motivation. They can incite the inside mechanism to synchronize the employee's skillset and create the foundation for work (Bassous, 2015). Public sector service is seen as helping and providing necessary service to others and making strides public welfare (Ertas, 2016) Regardless of the reasons one has to score, a manager can use employee (worker) motivation to create fulfilled and enthusiastic employee (worker). Moreover, to realize the organizational objective a manager can enable their employees. (Workers) to utilize their aptitudes and motivation (Jiang, Leak, Hu & Baer, 2012). Motivation has been variously seen overtime as the most vital tool, yet overlooked means of turning on the workers to give their best to attain organizational goal, as well as achieve job satisfaction at the workplace. In the past few years, there has been great deal of studies carried out by eminent scholars in the area of the linking cord between employee motivation and organizational productivity Organizations, all over the world are set up to attain specific objectives and the achievement of such mandates to a large extent requires effective development and Utilization of factors of production such as capital, land, materials, finance, labour, time etc.) Among the factors of production, labour (worker / employee) has been generally recognized as the highly prized asset of any organization because it is the human component which plans, organizes, coordinates and putts other factor of production into effective use for attainment of organizational set goals. The obvious strategic position of workers in organization makes it imperative that they should be effectively and efficiently compensated for their labour (ude and Coker, 2012).

Alex, Zakarim and Patrick (2015), studied the effect of employee development on performance of public sector Organizations in Ghana. Cross – sectional survey design was employed for the study. 65 Employees were selected for inclusion in the study using convenient sampling methods. In order to achieve the objectives of the study, the researchers used Pearson's product Moment Correlation and simple linear regress as analytical tools to analyze the data. The research hypothesis tried to determine if employee development would have significant and positive effect on organizational performance. The result indicated that employee development has a significant negative effect on organizational performance.

Amechi (2020) investigated the effect of development on performance of National Assembly workers, Abuja. The study adopted the survey research design using questionnaire as the research instrument. The population for the study consisted of all the staff of National Assembly Abuja of about 1354 workers and a sample size of 308 was used for the study. Data collected for the study was analyzed using Ordinary least squares multiple regression. The study found that there is positive and significant effect of development on performance of National Assembly in Nigeria. Other findings were that there is positive and significant effect of education on the performance of National Assembly in Nigeria.

There is also positive and significant effect of career development on performance of National Assembly in Nigeria. The study therefore recommended that National Assembly Abuja should increase employee education to improve their employees Capacity In the organization and also to improve Overall organizational performance. Education policies and career development activities in organizations should continually be increased to ensure that employee learn new skills and have adequate Knowledge since it's affect the overall performance of National Assembly in Nigeria, Abuja.

Furthermore, Judith, (2018) carried out a study on performance appraisal and public sector performance in Nigeria. The purpose of the study was to investigate the impart of performance appraisal of public institutions on service delivery and rural areas in Nigeria. The study adopted an expo far to research design. This was necessary because the data for the study were obtained mainly from secondly source. Extant literature was assessed to explain the variables of the study. The issues raised provided the basics for suggestions to improve the Nigerian Public sector appraisal system so as to be effective in the rural development process. A critical analysis of the reviewed empirical studies revealed that there are existing difference between studies done before this one in diverse ways. Other studies examined their problems with focus on the situation at hand only. However, this study makes conscious efforts to investigate the problem with the present knowledge without compromising the future potential for sustainability and productivity. That is, this study addresses the sent problem at the same time it has the ability to proffer solution to the similar problems in subsequent times.

Moreover, previous studies were carried out to identify the effect of employee development on performance; however, this study is all embracing as it geared towards performance appraisal and worker development in the public sector, In other words, this study's scope is wider as it intends to fill the gap of reward and motivation in workers Vis-à-vis to productivity which is one of the general objective of any organization. The desire to appraise workers in an organization Usher in development and productivity because worker performance is judged as at when due and timely in order ascertain promotion in the place. Before now, many studies carried out based on performance appraisal. Consequently, the application of such Knowledge cannot suit the present-day challenges. Many reasons attributed to that, among which are ill-treatment of workers, lack of motivation on the part of workers. In this present society in the workplace, for us to ascertain productivity, there is a serious need for training and development of employees (workers) in the public sector.

Essentially the study intends to fill the different gaps that have necessitated this investigation, performance appraisal and Worker development in the public sector, how motivation relates to worker development for productivity and how efficiency, how lack of human resource hinders effectivity and worker development, know whether factors that have affected productivity of workers relates to workers development, and examine the relationship between performance appraisal and worker. These are vacuum this study sets out to fill as evident from the review of related literature.

This study will adopt the correlation research design. This research design investigates relationship between variables without the researcher manipulating any of the variables. The total population for the study consists of 400 workers (employee) in Patani LGA, Delta State, Nigeria. Simple random sampling technique will be adopted for this study. 25 % of the total population will be used for the Study. The instrument that will be used for this study is the structured questionnaire. The questionnaires have two major parts. Part one will collect bio – data information while part two collect answers from the respective stated research question.

To validate the instrument, structured copies of the questionnaire (instrument) will be given to two ( 2 ) experts in the department of measurement and evaluation, faculty of education from the Niger Delta University, Amassoma. The experts (lecturer's) in the department will determine the face validity, content coverage of the items, and suitability of items in relation to the research question, there input and corrections will be made effected. The reliability of the instrument will be achieved by adopting the test – retest method and the Spear man rank – order statistics will be used to calculate the reliability Coefficient.

In order to collect data for the study, the research instrument will be distributed to the respondent by the researcher with the help of a research assistant. Answered copies of the instrument will be retrieved one week after distribution to enable the researcher carry out the analysis. Data collected were analysed using appropriate statistical tools for the different aspects. Simple mean and percentage will be used to analyze the biodata and research questions while the hypotheses will be tested at 0.05 level of significance using the Pearson Product Moment Correlation Statistic. A decision will be taken, thus; if the calculated value is greater than the table Value, we reject the null hypotheses formulated, and if the calculated value is less than the table value, we do not reject the null hypothesis.

**Presentation of Results and Discussion**

**Research Question 1:** What is the rate of staff involvement in performance appraisal exercise in Patani L.G.A.?

**Question**

1. Does staff involve in performance appraisal exercise?
2. Is staff involvement high in performance appraisal exercise?
3. Does the staff believe in teamwork?

**Table 1.**

S/N	Yes	No
Research Question 1: What is the rate of staff involvement in performance appraisal exercise in Patani L.G.A?		

Do members of staff involve in performance appraisal exercise on routine basis?

**Table 2.**

Item	Frequency	Response	Percentage %
Distribution of respondent based on whether staff involve in performance appraisal exercise on routine basis	85	Yes	85
	15	No	15
Total	100		100%

From table 2 above, it is shown that eight-five (85%) percent of the respondents agreed that staff involvement in performance appraisal exercise is carried out on a routine basis in Patani L.G.A, while fifteen (15%) percent of the response disagreed to that effect. This implies that staff involvement in performance appraisal exercise is significant in the public service sector.

**Table 3:** Response of respondents on whether the rate of staff involvement is high?

Item	Frequency	Response	Percentage%
Is staff involvement high in performance appraisal exercise in Patani L.G.A?	93	YES	93 %
	7	No	7 %
Total	100		100%

Table 3 above shows that ninety-three (93) percent of the respondents agreed that staff involvement in performance of appraisal exercise is high, seven (7) percent of the respondents disagreed to that effect. This implies that higher percentage of the respondents agreed. It means that the rate of involvement of staff in performance appraisal is very high in patani L.G.A.

**Table 4:** response of respondent's base on whether they believe in team work.

Item	Frequency	Response	Percentage %
Does the members of staff believes in team work?	71		71%
	29		29%
Total	100		100%

Table 4, above shown that seventy-one percent of the respondents agreed members of staff believes in teamwork. While twenty-nine percent disagreed to the need for teamwork in Patani LGA. This implies that the rate at which staff believes in teamwork is high.

**Research Question 2:** What is the response of staff to performance of appraisal exercise in the L.G.A?

1. Do workers appreciate the need for appraisal?
2. Are workers readiness to performance appraisal encouraging?
3. Is the level of response of workers to performance appraisal high?

**Table 5:** Distribution of respondents whether workers appreciate the need for performance appraisal.

Items	Frequency	Response	Percentage%
Do workers appreciate the need for performance appraisal?	96	YES	96 %
	4	No	4 %
Total	100		100%

Table 5 shows that ninety six percent (96%) of the respondents, responded that workers in Patani L.G.A appreciate the need for performance appraisal because I serve as an instrument to check workers weakness and improve on further development, while four percent (4%) of the respondents disagreed to that effect. This implies that higher majority or percentage of the workers appreciate the need for performance appraisal.

**Table 6:** Response of respondents based on whether workers readiness to performance appraisal is encouraging.

Items	Frequency	Response	Percentage %
Are workers readiness to performance appraisal encouraging?	87	YES	87 %
	13	No	13 %
Total	100		100%

Table 6, from table above it is shown that eighty-seven percent (87%) of respondents responded that their readiness to performance appraisal is highly encouraging, while thirteen percent (13%) of the respondents disagreed. This implies that higher percent of the response that agreed to the fact that workers readiness to performance appraisal is encouraging.

**Table 7:** Response of respondents based on whether the level of staff response to performance appraisal is high or not?

Items	Frequency	Response	Percentage %
Is the level of response of workers towards performance appraisal high?	85		85%
	15		15%
Total	100	Agreed	100%

Table 7, from the table above it is shown that eighty – five percent (85%) of the respondents responded highly towards performance appraisal and gives Credence to the instrument (PA), while fifteen percent disagree to that effect. This implies that higher percentage of the workers gives positive response to performance appraisal in Patani L.G.A.

**Research Question 3:** what is the level of staff involvement in development programme ?

1. Do members of staff shows high level of involvement in development programme?
2. Do you wish to develop yourself as a staff?
3. Are staff aware that developmental programme will give them room to grow in their work place?

**Table 8:** Response of respondents whether members of staff shows high level of involvement in developmental programme?

Item	Frequency	Response	Percentage %
Are members of staff shows high level of involvement in development programme	95	YES	95%
	5	No	5%
Total	100		100%

The table 8 above shows that ninety-five percent of the respondents show's high level of involvement in developmental programme, while five percent did not. This implies that higher percentage of the staffs involved highly in developmental programme so as to improve staff knowledge in relation to their job.

**Table 9:** Response of respondents whether staff wish to develop their self in the work place?

Item	Frequency	Response	Percentage %
Do you wish to develop yourself as a staff?	75	YES	75%
	25	No	25%
Total	100		100%

The table 9 above shows that seventy-five percent of the respondents responded that they are ready for development, while twenty-five percent are not ready for self-development. This implies that higher percentage of staff in Patani L.G.A wish to embark on self-development in order to function very actively in their Place of work.

**Table 10:** Response of respondents on whether staff are aware that developmental programme will help them grow.

Items	Frequency	Response	Percentage %
Are staff aware that developmental programme are good for them?	93	YES	93%
	7	No	7%
Total	100		100%

From the table above, it is shown that ninety-three percent of the respondents agreed that they have knowledge to the benefit of developmental programme at the workplace, while seven percent doesn't agree to that effect. This means that higher percentage of the respondents have square knowledge of the positive effects of developmental programme at the workplace.

**Research Question 4:** what is the impact of the development programme on staff motivation and productivity?

1. 10. Are staff highly motivated as a result of the development programme?
2. Do you feel the impact of motivation and productivity?

**Table 11:** Response of respondents on whether staff were highly motivated as a result of developmental programme?

Item	Frequency	Response	Percentage %
Are staff highly motivated as a result of the developmental programme?	96	YES	96%
	4	No	4%
Total	100	Agreed	100%

From the table 11 above, it is shown that 96% of the respondents were highly motivated as a result of the development programme that were carried out in the organization, while four percent (4%) disagreed to that effect. This implies that only the 96% key into the developmental programme and embarked upon by the organization.

**Table 12:** Do you feel the impact of being motivated and productive as a staff due to developmental programme?

Item	Frequency	Response	Percentage %
Do you feel the impact of motivation and productivity?	86	YES	86%
	14	No	14%
Total	100		100%

Table 12 above shows that eighty-six percent of respondents agrees that they feel the impact of the developmental programme as a result the motivation and productivity record in their career, while to fourteen percent disagree to that effect. This implies that higher percentage of the respondents feel the impact so far recorded as being motivated and experience some forms of productiveness via the developmental programme.

### Discussion of Findings

Having analyzed the data collected from respondents, the following are the major findings. From table 2 concerning research question number one, it is shows that eight-five (85%) percent of the respondents agreed that staff involvement in performance appraisal exercise is carried out on a routine basis in Patani L.G.A, Table 3 shows that ninety-three (93) percent of the respondents agreed that staff involvement in performance of appraisal exercise is high, Table 4 shown that seventy-one percent of the respondents agreed members of staff believes in team work. On questions related to research question number 2, Table 5 shows that ninety -six percent (96%) of the respondents, responded that workers in Patani L.G.A appreciate the need for performance appraisal because I serves as an instrument to check workers weakness and improve on further development, Table 6, shows that eighty-seven percent (87%) of respondents responded that their readiness to performance appraisal is highly encouraging.

Meanwhile, one questions related to research question three, Table 7 shows that eighty five percent (85%) of the respondents responded highly towards performance appraisal and gives

Credence to the instrument (PA), table 8 shows that ninety-five percent (95%) of the respondents show's high level of involvement in developmental programme, table 9 shows that seventy-five percent (95) of the respondents responded that they are ready for development, table 10 shows that ninety-three percent (93%) of the respondents agreed that they have knowledge to the benefit of developmental programme at the work place.

However, on questions related to research question four, table 11 shows that 96% of the respondents were highly motivated as a result of the development programme that were carried out in the organization, Table 12 shows that eighty-six percent (86%) of respondents agrees that they feel the impact of the developmental programme as a result the motivation and productivity record in their career. The major findings of this work were as follows: The level of motivation of staff of Patani L.G.A was very low.<sup>2</sup> Motivation of staff enhance productivity among staff in the work place.<sup>3</sup> Lack of periodic promotion of staff affect workers efficiency in the L.G.A.<sup>4</sup> Workers in Patani L.G.A were not exposed to yearly training of staff, for staff efficiency and development.

<sup>5</sup> Members if staff of Patani L.G.A were not given opportunity to enjoy fringe benefits.<sup>6</sup> The criteria used in employing staff in the L.G.A was very low.<sup>6</sup> Members of staff of the L.G.A were not comfortable with the low salary structure.<sup>7</sup> Staff of Patani L.G.A were not okay because the environment in which they work is not conducive for them.<sup>8</sup> Fourteen questionnaire items were identified by members of staff.<sup>9</sup> Management does not motivate members of staff with remuneration.

## **Conclusion**

Consequent upon the findings of this study, it could be concluded that performance appraisal and worker development are very significant element as revealed by the study. Motivation of workers and giving timely training to staff in the LGA would affect drastic change in public sector. If the above-mentioned elements are incorporated in the public sector, productivity, efficiency and development would certainly take place. All the problems in the public sector is human resources management problem. Once motivation, fringe benefit, remuneration and other factor me being enjoyed by Staff of Patani L.G.A, society would be better. This should be properly harnessed in the public sector. On the basis of the findings of study, the following recommendations were made;

1. That Management should motivate members of staff of LGA for better public service delivery.
2. That Workers in the LGA should enjoy fringe benefit in the workplace.
3. The Local government Council should provide a conducive environment for Staff to work.
4. Capacity building training should be provided for members of staff to develop themselves for the sake of efficiency and productivity.
5. Management should review the salary structure of staff considering the current economic trend and its attendant hyperinflation.

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