

# Improving the Management of Employees' Performance Appraisal and Promotion Practices of State Universities in South-East, Nigeria

Dr. Anthonia Ngozi Ibelegbu<sup>1</sup>, Dr. Friday Ekahe Abanyam<sup>2</sup> and Dr. Judith Kanu<sup>3</sup>

<sup>1</sup>*Department of Vocational and Technology Education, Taraba State University, Jalingo, Taraba State, Nigeria*

<sup>2</sup>*Department of Business Education, Ambross Alli University, Ekpoma, Edo State, Nigeria*

<sup>3</sup>*Nigeria Educational Research and Development Commission (NERDC), Abuja, Nigeria*

<sup>1</sup>*ibelegbungozi@gmail.com*, <sup>2\*</sup>*fabanyam@aauekpoma.edu.ng*,  
<sup>3</sup>*kanujudith8@gmail.com*

## Abstract

*The study examined actions undertaken for improving the management of employees' performance appraisal and promotion practices of universities owned by state governments in South-East, Nigeria. Using a descriptive survey research design, the study answered two research questions and tested two hypotheses. The population and sample for the research work were 496 administrators in the universities being surveyed. The validity of the structured questionnaire used was skillfully done by three individuals. Cronbach Alpha reliability technique was adopted to ascertain how reliable the instrument was, the performing consistency coefficients showed 0.85 and 0.77 for the respective two clusters. 462 copies of the questionnaire constituting 93.1% were completed and retrieved. The filled returned instrument was analyzed with descriptive statistics and analysis of variance. The result of the study identified 7 performance appraisal practices and 7 employee promotion practices for improving the management of administrative officers in universities studied. The hypotheses tested revealed that there were no substantiated or statistically detected differences in the mean ratings of the respondents. Based on the information discovered as the result of the investigation, the study recommended transparency in employees' appraisal and promotion practices and that appraisal and promotion systems of State universities are up-to-date to reflect global best practices in specific job responsibilities.*

**Keywords:** Management, Employees, Performance appraisal, Promotion

## 1. Introduction

Universities are the highest level of educational institutions in Nigeria. They are owned by either the Federal government, the State government, or private individuals. There are three major categories of staff in the universities. These are the academic staff, non-academic staff, and the management/administrative staff. Proper administration is very vital to ensure a smooth running of an organizational setup. Ogbonnaya [1] described administrative functions

---

### Article history:

Received (September 2, 2022), Review Result (October 7, 2022), Accepted (November 11, 2022)

as activities performed by administrative officers that entail the harmonization of resources both human and material in accomplishing the aims of an establishment. A group of persons performing administrative functions is known as the administrators or administrative officers.

The administrative officer is the one who occupies a senior administrative staff position in an institution. Their duties are to coordinate the activities of the entire units for the progress of the academic institutions [2]. The administrators are also accountable for all programs in their Faculties. Administrative officers contribute to the development of institutions by taking proper care of resources and facilities under them [3]. An administrative officer simply means, a custodian of everything needed for the smooth operation of an institution.

There are classes of officers manning the daily routine administrative duties in the university. The Registrars are the chief administrative officer in the universities. They work with other officers such as the Deans and Heads of Departments (HODs), senior administrative officers, and others to achieve the goals of the institutions. Senior administrative officers are those charged with the duties of ensuring that the administrative workflow of an institution goes on smoothly. These administrative officers who are at the helm of administration in the universities have the responsibility of enhancing service delivery through proper control and coordination of the entire human resource in their organization.

In the same vein, Deans/Directors of the various faculties/programs preside over the faculty's board meetings as well as take decisions on behalf of the faculties. They are also assisted by their various HODs in coordinating the affairs of other staff members in the school. While the HODs assign duties to other lecturers and non-teaching staff in their departments. These include courses to be taught by each lecturer, computation of results, invigilation, and supervision of examinations among others. These are some of the key activities that are germane to the accomplishment of the aims of establishing the institution and its quality is dependent on the competency of the administrative officers in charge. The success and survival of any of the State universities largely depend on the effective management of the universities' human resource practices.

Human resources management practices are vital in ensuring that an effective workforce is in place to meet the operational needs of institutions. Boselie et al. [4] defined human resource management practices as carefully harnessing well-designed actions in controlling the affairs of employees thereby resulting in to increase in work accomplishment and maximization of resources. Similarly, Armstrong [5] opined that human resource management practices involve the utilization of plans of action in areas like organization design and development, employee resourcing, learning and development, performance and reward, and services that increase workers' wellness. Human resource management practices are activities that administrators use to ensure that employees, personnel, or workforce are effectively managed to meet the set goals of the organization or institution. Hence, management of employees' performance appraisal and promotion practices are crucial to employees' motivation, effective service delivery, and improved productivity.

Performance appraisal is the process adopted in analyzing an employee's usefulness and assessing the level of contribution made in an organization. According to Sajuyigbe [6], performance appraisal is one of the human resource management practices that have been considered a powerful inducement that has been well-researched across the globe. Ibrahim et al. [7] stated that a performance appraisal is a vital tool for human resource management as it aids in checking efficiency and increased productivity of the workforce in an institution. Dessler [8] opined that the appraisal process entails setting up a yardstick that can be communicated, measured, and then compared with the set yardstick, discussing results, and

adopting appropriate actions. Sajuyigbe [6] submitted that performance appraisal is progressive and is used to fish out employees' inefficiency and improvement actions are taken where necessary in an establishment. The result of carefully carried out performance appraisal serves as a basis for employees' remuneration and promotion.

Promotion is among various human resource practices that organizations use to motivate their employees. According to Abanyam and Abanyam [10], promotion is construed as actions undertaken for elevating an employee to a higher position or rank with increased workload and additional remuneration. Promotion involves the advancement of a worker in terms of designation, emolument, and a change in the type of job activities [9][11]. Promotion is associated with the fulfillment of certain guidelines necessary for the new position. Workable International [12] reports that the sole aim of advancement in ranks in an establishment demands meeting up with set standards like job dexterity, expertise, maturity, skills, and willingness to accept new tasks. Godwin [13] observed that the sole aim of employees' elevation is to enable institutions to attract and retain experienced workers; increase effectiveness and motivate employees for greater productivity. Promoting employees from a lower level to an upper level enhances employees' self-esteem, feelings of fulfillment, contentment, and achieving job satisfaction. It also raised morale, pay increases, and additional duties. The result of a study carried out by Godwin [13] showed that 54% of the respondents felt that the existence of promotion opportunities in an organization enhances employee commitment and productivity.

The employees' appraisal and promotion practices in most organizations including State-owned universities are counterproductive as most administrators displayed poor personnel management skills and gross inefficiency in dealing with personnel matters. This has resulted in frequent cases of industrial action, poor staff attitude to work, staff-administration crises, and consequently poor productivity. In essence, if the problems associated with employees' appraisal and promotions are not properly addressed, the smooth operations and achievement of the objectives of State universities may not be achieved. The study, therefore, examined measures for improving the management of employees' performance appraisal and promotion in State government-owned universities in the South-East, Nigeria.

One of the most important divisions in any organization such as the university is the administrative office. This office is saddled with critical responsibilities which include human resource management activities such as recruitment of qualified staff, human resource planning, staff training, compensation, welfare services, and appraisal and promotion practices among others. The effective implementation of administrative activities especially those involving human resources management practices is vital for the achievement of organizational goals. Thus, competent administrative officers are required to perform these highly qualitative responsibilities. The officers require deep administrative abilities to get and sustain an efficient workforce (both academic and non-academic). The important roles of administrative staff regarding human resource management in universities are to ensure the smooth running of the operations of the institutions.

Unfortunately, most universities, especially State-owned universities do not effectively accomplish their tasks because of unprofessional administrative practices as seen in the incessant industrial actions resulting from poor appraisals and promotion practices. These practices have negatively impacted State universities' operations with effects such as non-payment of salaries, the disparity in salary and allowances, a working environment that is not conducive, and the promotion of imbalance behaviors among others, which diminished the quality of operations of most State universities in South-East. A major concern is that if

appropriate improvement strategies are not adopted, the effect would also lead to poor performance of students and low-quality graduates in the States surveyed.

Observation by Gathungu et al [14] indicates that adhering to professional procedures and suggestions in administrative operations aids effective and improved human resources management in State universities. This would serve as a guideline for accomplishing plans of action. It could help the universities to move from their present reality to a more ideal situation; thereby enabling them to realize their set goals. Furthermore, it could limit the drastic effect of unqualified workers on the quality of the output of staff and the organization in general, thereby reducing the poor performance of staff and improving the rating/ranking of the State universities, both locally and internationally. This study would therefore explore the ideal practices necessary for measures for improving the management of employees' performance appraisal and promotion practices in State universities in the South-East.

### **1.1. Research Questions**

The study was guided by the following research questions:

1. What are measures for improving employees' performance appraisal by administrators in State universities in the South-East?
2. What are measures for improving employees' promotion by administrators in State universities in the South-East?

### **1.2. Hypotheses**

The hypotheses formulated to guide the study were tested at a 0.05 level of significance:

Ho1: There is no significant difference in the mean ratings of Registrars, Deans, and HODs on measures for improving employees' performance appraisal by administrators in State universities South-East.

Ho2: There is no significant difference in the mean ratings of Registrars, Deans, and HODs on measures for improving employees' promotion by administrators in State universities in the South-East.

## **2. Literature Review**

### **2.1. Performance appraisal and promotion practices**

The process of management involves a continuous judgment of the behavior and performance of staff. Performance appraisal is construed as procedures through which employees' activities are measured and documented to enable an organization to attain its goals. Constant assessment of workers' performance in an organization is paramount, it is essential for the growth of both the organization and individual employees. Performance appraisal practice helps in clarifying goals and expectations. It enables an institution to identify productive and non-productive employees. On the other hand, it aids a worker in locating his career path. It is an important instrument designed to monitor the development of events concerning the employee and the organization. Some of the essential facts that are crucial in the assessment of a worker's performance which enhances productivity, the understanding of a set of responsibilities specific to a job, accuracy, thoroughness, neatness, high standard, creativity, leadership roles, dependability, cooperation, judgment and health

among others. Workers need to be aware of the organization's expectations of them and the methods organization adopts in checking their output [15].

A formalized and systematic appraisal scheme will enable a regular assessment of the individual's performance, highlight potentials and identify training and development needs [16]. It was further enunciated that a laid down structured assessment plan over a particular period is basic to establish changes in emoluments and assess the current positions of employees to move forward in achieving the set objectives [17]. It aims at obtaining accurate situation reports of the employees' functions [5][18]. The essence of employee assessment is to identify the inert potential for further growth and development and give an employee the required feedback about his performance and status to fill the gaps necessary for achieving progress. A lot of organizations adopt assessment structures to enhance performance. A well-designed and functional assessment system bring success to an organization.

Regarding this, Adebayo and Lucky [19] stated that performance appraisal data are very useful in many endeavors including human resource functional areas. Performance evaluation ratings are useful in indicating applicants' level of performance and achievement. It gives directions in pointing out the remedial areas for further improvement. Ibrahim et. al. [7] affirmed that performance appraisal is a continuous exercise throughout the working life of an employee. Performance appraisal gives room for noticing great accomplishments, and excellent completion of tasks and fulfilments. It promotes mutual understanding and gainful rewards for positive contributions toward organizational success.

According to Armstrong [5], different types of appraisal techniques are being in use for employee assessment. There is no consensus patterning the superiority of one over the other. The method an organization tends to adopt varies, depending on the reasons and the nature of a particular organization's demand. Broadly speaking, appraisal methods are classified in past oriented and future-oriented. Each method is unique in its way.

In universities, every department has a constituted appraisal committee unit. It is a part of committees working hand in hand with the appointment and promotion committees. Deans of the school or the Head of the administrative department is the chairman of the appraisal committee. The administrative staff is appointed as the statutory secretary. The personnel unit appraisal panel or committee is mandated to conclude appraisal exercises and forward the recommendation to the appointments and promotions committee for further necessary actions.

## **2.2. Promotion**

Promotion is one of how organizations encourage their workers for their contributions to task performance. It refers to an advancement of an individual position in an institutional hierarchy system. Promotion plays a vital role in retaining experienced and hardworking employees. It is the elevation in job rank in the organizational hierarchy with increased emolument [20]. According to Opatha [11], promotion refers to a change that occurs when an employee moves from a low-level job hierarchy to a higher position with attractive benefits. The upward movement attracts greater responsibilities, higher authority, status, and better working conditions [11].

Promotions enable workers to have confidence in the organization that rewards hard work, thereby boosting their morale and hope to stay longer in other to be part of the team that contributes to the organization's stability and success [5]. Promoting employees to a higher level creates a feeling of contentment among the employees. By maintaining employees' sense of belonging, promotion helps in bringing about a reduction in labor turnover [11]. Berman et al. [21] noted that the new generation workforce desires an attractive pay pack to

induce them to put in their best. Properly administered feedback and rewards can guide, teach, and motivate people in the direction of positive change. Some authors have argued that the prosperity and survival of an organization directly depend on well-treated human resources available [5][21]. A well-motivated employee puts more effort in pursuit of the interest of the organization.

Clearly stated guidelines and procedures are paramount to ensure the effectiveness of the practice of promotion in State universities. Promotion of personnel should strictly follow the stipulated guidelines by the National University Commission (NUC), which insists on promotion on merit based on academic qualification, performance, skills, personal qualities, and job experience. Promotion on merit is adopted by many organizations to encourage hard work. It is seen as a fair method of rewarding excellence and outstanding performance.

Promotion attracts increased emoluments. In State universities, workers are both intrinsically motivated by promotion through additional responsibility and extrinsically through increased status, pay and privileges. According to the NUC guideline, an employee shall be due for promotion if he or might have obtained the stated requirements. Years of service in the same post or an equivalent post are very crucial for consideration. The significance of promotion to employee performance is a motivation factor that encourages commitment to job performance that could lead to efficiency and good service delivery.

### **2.3. Related empirical studies**

Rupia [22] researched to examine human resource management practices in colleges of education in North-Central, Nigeria. The results of the study showed that federal and state colleges of education in the zone do not comply strictly with approved guidelines on staff promotion, training, and discipline practices. The researcher observed cases of political interference in the appointment of provosts which usually militate against selecting the best to occupy such a sensitive post.

In the same vein, Agbulu [23] carried out a study to ascertain the conduct of performance appraisal systems in higher education in Central Florida. 121 institutions out of the total sample size of 491 institutions responded to the questionnaire administered to them. The results indicated that quite a good number of the administrative staff were not conversant with appraisal practices. Moreso, Godwin [13] conducted a study on the impact of promotion on employees' performance at Dares salaam city council. Purposive and random sampling techniques were adopted for the study, 100 employees were selected through the purposive while 50 clients/customers were selected using convenience sampling to ascertain feedback on the council's performance. The findings showed that DCC employees were aware of promotion procedures, but needed strict application by the human resource department to benefit all employees. Also, the results showed that promotion plays a big role in individual and organizational performance because advancement in ranks and position helps to motivate workers bringing about more efforts, good relations, and increased pay.

Again, Forrest [24] carried out an investigative study on the assessment of factors affecting employees' promotion in Zanzibar government organizations. The purposive sampling technique was adapted to select departments' directors and chief planners while simple random sampling was used for the selection of ministry officers. The interview guide was used to source information from directors and chief planners and questionnaires were used for ordinary officers. The result showed 77.5 percent of non-implementation of the performance appraisal system and 73.8 percent of non-application of the scheme of service. The findings further revealed that 72.5 percent of the employees had never advanced in position. 78.8

percent of employees showed that their institution does not provide funds for promotion purposes. There was also noncompliance with promotion policy implementation. In conclusion, the implementation of performance appraisal, scheme of services, and budget allocation of the fund as well as promotion policy were not strictly adhered to in the institution.

The review of empirical studies revealed that there have been attempts by different researchers at investigating the practices in various academic institutions and organizations. Some of the studies interrogated indicated that there is a need for the adoption and consistent implementation of appropriate human resource management appraisal, promotion, training, and development as well as staff welfare to deliver on the institution's mandates. Some of the literature insisted that inadequate provisions were made for personnel motivation while other studies contradicted it. Again, some others suggested that a lot of staff had never been subjected to appraisals. However, the reports of the various studies reviewed did not reveal how to improve existing HRM practices. It, therefore, becomes pertinent to find out ways of improving human resource management practices of administrative officers in State universities in South-East Nigeria. Therefore, this study sought to fill the gap.

### 3. Methodology

A descriptive survey was the design on which this study was anchored. 496 senior administrative officers of all State universities in South-East Nigeria were the participants used for the study. This includes 247 Registrars (registrar cadre – registrars, deputy registrars, principal assistant registrar, senior assistant registrars, and assistant registrars), 48 Deans of Faculties, and 201 Heads of Academic Departments (Registry Department of respective institutions, 2021). The entire population of 486 senior administrative officers was involved in the study; since it was of a manageable size.

The instrument employed in collecting data was a closed-ended questionnaire developed by the researchers. The questionnaire was divided into parts I and II. Information in Part I of the questionnaire elicited personal information from the respondents. Part II was further divided into two clusters in line with the two variables of interest in this study. The instrument was face-validated by three experts in the field of human resources in both public and private institutions in Nigeria. Analysis of reliability using the Cronbach Alpha reliability technique provided coefficients of 0.85 and 0.77 for the respective two clusters.

The researchers collected data from the respondents by administering 496 copies of the questionnaire to the respondents by the researcher with the help of five research assistants who are staff of the universities studied. Out of the 496 copies of the questionnaire administered, 462 copies representing 93.1% were filled and returned. The data generated from the retrieved 462 questionnaire copies were analyzed. Mean and standard deviation was deployed to answer the research questions. Also, the hypotheses were tested using Analysis of Variance (ANOVA). The real limit of the mean values was used to decide on each of the items in each cluster as follows:

Table 1. Real limit of the mean values

S/no	Nominal value	Range of mean	Decision/scaling statement
1	4	3.50 - 4.00	Strongly Agree
2	3	2.50 - 3.49	Agree
3	2	1.50 - 2.49	Disagree
4	1	1.00 - 1.49	Strongly Disagree

Table 1 entails that items that record mean figures of 3.50 – 4.00 were regarded as strongly agreed; those having mean figures of 2.50 – 3.49 were regarded as agreed; while those items having a mean range of 1.50 – 2.49 were regarded as disagreed. Furthermore, items with mean scores of 1.00 – 1.49 were interpreted as strongly disagreed. Hypotheses testing significant differences were not rejected for items whose probability scores (sig.) were equal to or greater than 0.05. However, hypotheses of no significant differences were rejected for items with significant (p-value) less than 0.05.

#### 4. Results

The result was presented in Tables with corresponding interpretations according to the research questions and hypotheses earlier formulated for this research study.

##### 4.1. Research question one

This sought to determine measures for improving employees' performance appraisal by administrators in State universities in South-East Nigeria. [Table 2] provides information to answer question one:

Table 2. Mean ratings on the ways of improving employees' performance appraisal by State universities' administrators in south-east Nigeria

S/n	Item statements	$\bar{X}_R$	$\bar{X}_D$	$\bar{X}_H$	$\bar{X}_G$	SD	Rmk
1	Ensure that they adopt standardized procedures for appraising staff performance	3.41	3.37	3.39	3.39	0.50	A
2	Ensure that formal feedback is given to each staff after appraising performance	3.41	3.34	3.37	3.37	0.49	A
3	Ensure that the performance appraisal system is regularly evaluated to achieve its effectiveness	3.71	3.63	3.68	3.67	0.56	SA
4	Ensure that administrators and staff contribute to the design, development, and criteria used in the appraisal	3.34	3.35	3.36	3.35	0.48	A
5	Adopt a software program specifically designed to do performance appraisals	3.35	3.30	3.29	3.30	0.60	A
6	Ensure that appraisal work is completed by officers who are completely familiar with staff work performance	3.55	3.48	3.56	3.53	0.53	SA
7	Ensure that staff appraisals follow established guidelines	3.59	3.85	3.55	3.66	0.50	SA
	Cluster Summary	3.48	3.47	3.45	3.47	0.52	SA

Note:  $X_R$  = Mean of Registrar Cadre;  $X_D$  = Mean of Deans;  $X_H$  = Mean of HODs,  $X_G$  = Grand Mean; SD = Standard Deviation; SA = Strongly Agreed, A = Agree

The result declared in [Table 2] showed the mean values of items 3, 6, and 7 to be 3.67, 3.53, and 3.66 respectively, which were above the limit of 3.50 – 4.00 on a 4-point scale. This designated that the respondents “strongly agreed” that these items are ways of improving human resource performance appraisal practices of administrative officers in State universities in South-East Nigeria. On the other hand, the grand mean scores of items 1-2, and 4-5 were 3.39, 3.37, 3.35, and 3.30 respectively which were within the boundary limit of 2.50 – 3.49 inferring that the respondents “agreed” that these 4 items are ways of improving human resource performance appraisal practices of administrative officers in State universities in south-east Nigeria.



The data in Table 2 further indicated a cluster mean summary of 3.47, implying that the cluster items are ways of improving human resource performance appraisal practices of administrative officers in State universities in South-East Nigeria. The overall standard deviation figures ranged between 0.48 to 0.60, indicating closeness in the opinions of participants engaged in this study.

#### 4.2. Hypothesis one

To test hypothesis one, the analyzed data were summarized in Table 3 below:

Table 3. ANOVA showing responses on ways of improving employees' performance appraisal by administrators in State universities in south-east Nigeria

S/n	Item statements	Total sum of square	Mean square	F-cal	P-value	Rmk
1	Ensure that they adopt standardized procedures for appraising staff performance	116.089	0.035	0.137	0.872	NS
2	Ensure that formal feedback is given to each staff after appraising performance	114.712	0.163	0.654	0.521	NS
3	Ensure that the performance appraisal system is regularly evaluated to achieve its effectiveness	101.299	0.219	0.995	0.370	NS
4	Ensure that administrators and staff contribute to the design, development, and criteria used in the appraisal	106.355	0.017	0.076	0.927	NS
5	Adopt a software program specifically designed to do performance appraisals	116.738	0.171	0.674	0.510	NS
6	Ensure that appraisal work is completed by officers who are completely familiar with staff work performance	130.799	0.271	0.955	0.386	NS
7	Ensure that staff appraisals follow established guidelines	118.331	0.771	4.110	0.003	S*
	Cluster Summary	114.903	0.235	1.085	0.513	NS

The ANOVA presented in [Table 3] exposed that 6 of the 7 items had probability scores ranging from 0.370 to 0.927 which were all greater than the 0.05 benchmark level. The implication is that no significant differences were observed in the responses of Registrars, Deans, and HODs on each of the 6 items on ways of improving human resource performance appraisal practices of administrative officers in State universities in south-east Nigeria. as a result, the hypothesis one was accepted for each of the 6 items in the table.

However, the p-score of item 7 was 0.003 which was less than a 0.05 level of significance. This shows a significant difference in the opinions of Registrars, Deans, and HODs on item 7 in the table. Consequently, the hypothesis of no significant difference in the mean ratings of the responses of the three groups of respondents was rejected on item 7.

### 4.3. Research question two

Table 4 provides information to answer question two:

Table 4. Mean and standard deviation on measures of improving employees' promotion practices in state universities South-East Nigeria

Sn	Item statements	$\bar{X}_R$	$\bar{X}_D$	$\bar{X}_H$	$\bar{X}_G$	SD	Rmk
1	Ensure that institutions have a promotion policy that is objective	3.40	3.40	3.48	3.44	0.51	A
2	Ensure that promotion, increase in payments and transfer depend on performance over time.	3.68	3.69	3.70	3.69	0.47	SA
3	Design promotional activities and classify job assignments with prudent assignment planning	3.60	3.34	3.31	3.41	0.51	A
4	Provide an opportunity for an individual employee to realize aspects he needs improvement on promotion	3.70	3.63	3.67	3.67	0.45	SA
5	Use proper promotion appraisal to reward employees adequately for career development	3.51	3.56	3.52	3.53	0.59	SA
6	Set standards for performance appraisal to help employees evaluate themselves where necessary.	3.60	3.53	3.55	3.56	0.71	SA
7	Ensure that employees start enjoying the emoluments and other incentives of their promotion without delay	3.65	3.60	3.63	3.62	0.50	SA
	Cluster Summary	3.59	3.53	3.55	3.56	0.53	SA

The presentation in [Table 4] above revealed that the mean of items 2 and 4-7 were 3.69, 3.67, 3.53, 3.56, and 3.62 respectively which fell between the boundary limit of 3.50 – 4.00 on a 4-point scale. This specified that respondents "strongly agreed" that these 5 items are ways of improving employees' promotion practices of administrative officers in State universities in south-East, Nigeria. On the other hand, the mean figures of items 1 and 3 were 3.44 and 3.41 respectively which were within the limit of 2.50 – 3.49. This signifies that the respondents "agreed" that items 1 and 3 are also ways of improving employees' promotion practices of administrative officers in State universities in South-East Nigeria.

The data in Table 4 further revealed that the grand mean of the cluster summary was 3.56 which was within the range of 3.50 – 4.00, indicating that the respondents "strongly agreed" that the cluster items are ways of improving employees' promotion practices of administrative officers in State universities in south-east Nigeria. The standard deviation values of the 7 items ranged between 0.45 to 0.71 which means that the views of respondents were closely related.

#### 4.4. Hypothesis two

To test hypothesis two, the analyzed data were summarized in Table 5 below:

Table 5. ANOVA on ways of improving employees' promotion practices in State universities in south-East Nigeria

S/n	Item statements	Total Sum of Square	Mean Square	F-cal	P-value	Rmk
1	Ensure that institutions have a promotion policy that is objective	122.037	0.383	1.449	0.236	NS
2	Ensure that promotion, increase in payments and transfer depend on performance over time.	197.968	0.076	0.030	0.977	NS
3	Design promotional activities and classify job assignments with prudent assignment planning	120.374	0.567	5.181	0.000	S*
4	Provide an opportunity for an individual employee to realize aspects he needs improvement on promotion	105.991	0.135	0.587	0.556	NS
5	Use proper promotion appraisal to reward employees adequately for career development	162.946	0.069	0.194	0.824	NS
6	Set standards for performance appraisal to help employees evaluate themselves where necessary.	123.803	0.166	0.615	0.541	NS
7	Ensure that employees start enjoying the emoluments and other incentives of their promotion without delay	135.140	0.129	0.748	0.352	NS
Cluster Summary		138.323	0.218	1.257	0.498	NS

The result of ANOVA as presented in [Table 5] indicates that 6 of the 7 items had probability figures ranging from 0.2 to 0.98 which are above the .05 level of significance. This signifies no significant differences in the views of Registrars, Deans, and HODs on each of the 6 items measuring ways of improving employees' promotion practices of administrative officers in State universities in south-East Nigeria. Hence, the hypothesis of no significant difference in these 6 items was accepted.

The probability figure for item 3 was 0.00 which was below the 0.05 level of significance. This revelation implies that a significant difference was noticed in the opinions of Registrars, Deans, and HODs on designing promotional activities and classifying job assignments with prudent assignment planning.

#### 5. Discussion of Findings

This study identified 7 ways of improving human resource performance appraisal practices in State universities in the South-East, Nigeria which include: ensuring that they adopt standardized procedures for appraising staff performance, ensuring that formal feedback is given to each staff after appraising performance, and ensuring that performance appraisal system is periodically reviewed to ensure its effectiveness among others. Ibrahim and Daniel [7] reported that performance appraisal is a regular or systematic evaluation of the performance of an employee in his current job and also about future jobs that they may be required to take up. These findings affirmed the assertions of [25] and [6] who stated performance appraisal is a continuous process through which the performance of employees is identified, measured, and improved in the organization. The findings were also in consonance with that of Abanyam and Onimwo [26] who identified practices in performance

appraisal to include improved morale, ensuring that formal feedback is given to each staff after appraising performance, and ensuring that appraisal work is completed by officers. All these benefits can satisfy employees, and increase commitment and motivation, thus improving the overall competence and performance of an employee.

Again, the findings of the study also substantiated that of Martocchio and Mondy [27] who evaluated the purpose of performance appraisal in private universities and identifies relevant factors for achieving an effective performance appraisal and found that the performance appraisal system is the only tangible metric way by which an organization can know the level of performance of its diverse members of staff. The effectiveness of performance appraisal systems in universities is to be based on training the members of staff involved in the rating/appraising process and multi-rating systems.

This study also identified measures for improving employees' promotion practices by administrators including ensuring that institutions have a promotion policy that is objective, ensuring that promotion, increase in payments and transfer depending on performance over time, designing promotional activities, and classifying job assignment with prudent assignment planning, providing an opportunity for an individual employee to realize aspects he needs improvement on promotion, using proper promotion appraisal to reward employees adequately for career development, setting the standard for performance appraisal to help employee evaluate themselves where necessary and ensuring that employees start enjoying the emoluments and other incentives of their promotion without delay. [12] reported that certain conditions acceptable for promotion including but not limited to experience in the job or tenure, a skill set that matches the minimum requirements of the new role, a high level of performance recent review of tasks, and motivating as well as showing willingness for a change in job/task functions. Opatha [11] affirmed that promotion is a progression of staff to a higher position, with greater responsibilities, higher status, and better salary. The result of a study carried out by Godwin [13] showed that 54% of the respondents felt that the availability of regular promotion opportunities in an organization enhances employee commitment and productivity.

### **5.1. Implications of the study**

The outcome of this study posits tremendous implications for the management of State universities, ministries of education, Nigeria Universities Commission, and State universities staff. The implication of the findings to the management of universities is for the management to become more conscious of the identified shortcomings especially as it relates to recruitment, appraisal, and promotion of staff. The study revealed that there is a need for improvement in replacing available vacant positions to fill vacant posts, know the department that has excess staff and those that are in lack or shortage of staff, also in using experts/consultants in the selection process. This has big implications, for instance, an overworked staff is not expected to put in his best neither would a staff who is not suitable for the job yield any meaningful progress; rather it would lead to low productivity. For the management of universities to improve their human resource practices, the management is to involve human resource management experts when forecasting human resource and selection processes. This is because, without well-defined staff, the establishment of increased productivity on the part of staff would be an illusion.

To the National University Commission, as a regulatory body, the finding helps in understanding those aspects of the implementation process that are not effectively done. The study revealed that there is a need to ensure staff training and development activities to

achieve effective and rancor-free appraisal and promotion of staff in the universities. If staff is left without constant training and development to improve and update their knowledge, especially in this technological era, their ideas are bound to be obsolete and archaic. The NUC could help in proving a framework on how to evolve enduring training programs on how effective appraisal and promotion practices can be implemented. This can be achieved through conferences, workshops, and seminars.

The findings to the ministry of education and university administrators would help in shaping staff attitudes to work, thus, giving achieving a comfortable and secure environment. Providing a secure working environment to the employees would increase the level of job performance. Employees feel satisfied and comfortable when the employer could provide a safe and happy workplace. Besides, it would also help in building trust between the workers and university administrators which would lead to more cooperation and encourage people to look at a long-term perspective on the institution's performance and their jobs.

The findings of the study have implications for university staff. As the findings have highlighted deficiency areas that need improvement, especially as regards staff welfare services and compensation and staff training. Staff that is not properly treated tend to, have a negative attitude and behave nonchalantly towards their work. Such knowledge of areas that needed improvement from the study would facilitate remedial efforts to aid workers in form of short-term and long-term training activities that will help reduce the deficiencies. The ministry could help staff by developing welfare facilities that are employee friendly.

## **6. Conclusion**

This study investigated the optimal methods for enhancing the administration of employee performance appraisal and promotion practices in state institutions in South-East Nigeria. Seven (7) performance appraisal practices and 7 employee promotion practices for improving human resource management of administrative officers in State universities in South-East Nigeria were identified. These findings are of immense significance to the college of education management in that it provides information that enables them to understand the importance of performance appraisal and promotion practices of administrative officers to both the staff and the college administration. Management can comfortably measure employees' productivity, either qualitatively or quantitatively. The study further asserts that through appraisal and promotion practices of administrative officers, the activities of workers are monitored and accountability ensured. This again would enable the management to collect needed data about their employees, which can be used for various purposes including promotions, advancements, transfers, termination, or dismissals. Interestingly also is the fact that the college management can leverage these findings to help their staff become as effective as possible in their work and towards meeting the staff's needs for professional development, such as in-service training and career prospects. Therefore, this study strongly concludes that the diligence management of employees' performance appraisal and promotion practices of universities owned by state governments in South-East, Nigeria has the potential to improve employee performance, which will, in turn, promote the status of the organization.

## **7. Recommendations**

The following were recommended to improve performance in the universities:

1. Transparency in employee appraisal and promotion practices by administrators in State universities in South-East Nigeria and the country as a whole.

2. The appraisal and promotion systems of universities must be kept current to reflect global best practices in specific job responsibilities.
3. Institutions should increase the relevancy, usefulness, and importance of performance appraisal by using it as a factor in decisions concerning pay changes and job changes.

## Acknowledgment

The researchers did not receive any grant or support from any funding agency. However, the authors appreciate our respondents and the State university authorities for giving us an enabling platform to successfully carry out this research work.

## References

- [1] N. O. Ogbonnaya, "Principles and application of educational policies in Nigeria (2<sup>nd</sup> ed.)," University Trust, Nsukka: pp.4, (2010)
- [2] L. Richardson, "Administrators' professional development in a higher education organization," <http://citeseerx.ist.psu.edu>, (2008), <http://citeseerx.ist.psu.edu/viewdoc/download?doi=10.1.1.857.9433&rep=rep1&type=pd>
- [3] S. Boswell, "A career in higher education administration – factsheet," (2009), <http://www.aua.ac.uk/publications/careersinhe/factsheet.aspx>
- [4] P. Boselie, G. Dietz, and C. Boon, "Communalities and contradictions in human resource management and performance research," *Human Resource Management Journal*, vol.15, no.1, pp.67-94, (2008)
- [5] M. Armstrong, "Hand books of human resource management practice. (13<sup>th</sup> ed.)," Kogan Page, London, pp.65-144, (2014)
- [6] A. S. Sajuyigbe, "Impact of performance appraisal on employee performance in Nigerian telecommunication industry (A study of MTN, Nigeria)," *IIARD International Journal of Economics and Business Management*, vol.3, no.1. 80-90, (2017)
- [7] A. U. Ibrahim and C. O. Daniel, "Impact of performance appraisal on employee productivity in Nigeria breweries Plc.," *The International Journal of Business & Management*, vol. 7, no. 5, pp. 206-211, (2019)
- [8] G. Dessler, "Human resource management (14<sup>th</sup> ed.)," Pearson Education, Edinburgh Gate, England, pp.78-277, (2015)
- [9] College of Coastal Georgia, "Policy: Promotion and transfer," University of Georgia, Georgia, (2018)
- [10] F. E. Abanyam and V. A. Abanyam, "Green marketing in South-South Nigeria consumer sustainability: The distribution and physical practice on polythene manufacturing companies," *Journal of Contemporary Issues and Thought*, vol.1, no.1, pp.126-140, (2021)
- [11] H. H. Opatha, "Human resource management," Author published, Colombo, pp.36-98, (2010)
- [12] Workable International. "Employee promotion policy template," (2020), <https://www.workable.com/>
- [13] P. C. Godwin, "Impact of promotion to employees' performance at Dares Salaam city council," M.Sc. thesis, Department of Human Resource Management, Mzumbe University, Mzumbe, (2014)
- [14] E. W. M., Gathungu, M. A Iravo, and G. S. Namusonge, "Effect of promotion strategies on the organizational commitment of banking sector employees in Kenya," *IOSR Journal of Humanities and Social Science (IOSR-JHSS)*, vol.20 no.10, pp. 36-45, (2015)
- [15] F. E. Abanyam, A. N. Ibelegbu, and H. J. Garba, "Green marketing: The enviropreneur and compliance marketing approaches for predicting sustainable industries in South-South Nigeria," *Vocational and Technical Education journal*, vol.4, no.2, pp.265-277, (2020)

- [16] A. L. Oboegbulem, and D. Enyi, "Staff development for improved entrepreneurship education," *International Journal of Research in Education*, vol.10, no.3, (2010), <https://openknowledge.worldbank.org/bitstream/handle/10986/18031/9781464802027>
- [17] S. E. Jackson, R. S. Schuler, and S. Werner, "Managing human resources," 11<sup>th</sup> ed., Cengage/Southwestern, Mason, Ohio, (2012)
- [18] M. Thite, "Strategic global human resource management: A case study of an emerging Indian multinational," *Human Resource Development International*, vol.15, no.2, pp.239-247, (2012)
- [19] O. I. Adebayo, and E. Lucky, "Impact of job security on the organizational performance in a multi-ethnic environment," *Research Journal of Business Management*, vol.7, pp.64-70, (2012)
- [20] R. Chris, and J. Keith, "Human resource management: The key concepts," Routledge, Taylor & Francis Group, London and New York, (2011)
- [21] E. M. Berman, J. S. Bowman, J. P. West, and M. R. V. Wart, "Motivation: Possible, probable or impossible. Human Resource Management in Public Service: Paradoxes, Processes, and Problems," SAGE., California, (2010)
- [22] E. Rupia, "Perception of civil servants towards promotion on merit," *American International Journal of Contemporary Research*, vol.2, no.9, pp.48-53, (2012)
- [23] C. A. Agbulu, "Evaluation of human resource management practices in colleges of education in North Central Zone of Nigeria," Ph.D. Thesis Report, Department of Educational Foundations, University of Nigeria Nsukka, (2015)
- [24] W. F. Forrest, "Performance appraisal systems in higher education," <http://purl.fcla.edu>, (2009), <http://purl.fcla.edu/fcla/etd/CFE0002863>
- [25] M. H. Haji, "An assessment of the factors affecting employees` promotion in Zanzibar government organizations: A case of the ministry of social welfare, youth, women, and children development," M.Sc., Dissertation, Department of Human Resource Management, Open University of Tanzania, Tanzania, (2013)
- [26] F. E. Abanyam, and J. A. Onimwo, "Green netnographic marketing strategy for eliminating contact research practices in Nigerian Universities: A Post-Corona virus paradox," *Journal of Technology and Humanities*, vol.1, no.2, pp.1-12, (2020)
- [27] J. Martocchio, and R. Mondy, "Human resource management," (14<sup>th</sup> ed.), Pearson, Harlow, pp.54-66, (2016)
- [28] S. T. Akinyele, "Performance appraisal systems in private Universities in Nigeria: A Study of Crawford University, Igbesa-Nigeria," *Educational Research*, vol.1, no.8, pp.293-303, (2010)

***This page is empty by intention.***