



Research Paper

## Human Resource Management and Performance Appraisals in Public Organization in Rivers State, 2012-2022

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### Abstract

This paper evaluated the impact of human resource management on performance appraisal in public organizations in Nigeria. The study was guided by four specific objectives, four research questions and four hypotheses. Theoretically, the paper was anchored on Human Capital Theory. Survey research design was adopted. The population of the study consisted of 3246 staff of five Ministries of the Rivers State Civil Service. The sample size was determined by the application of Taro Yamane's formula while simple random sampling technique was utilized. Primary data were used with structured questionnaire as data collection instrument. The instrument was validated by the project supervisors and tested for reliability using test-re-test method. Descriptive statistical techniques such as frequencies, simple percentages, tables and weighted mean scores were used to analyse the demographic data of the respondents and the research questions while Pearson Product Moment Correlation (PPMC) was used to test the hypotheses at 5% level of significance. The paper found that training and development, performance appraisal, recruitment and selection, employees' compensation, mentoring and coaching are the major types of human resource management practices that enhanced performance appraisal of public organizations in Rivers State. Based on the findings, it was recommended among others that a concerted efforts should be taken in the public organizations in Rivers State to improve the human resource practice in order to achieve the objective of good performance appraisal and improved performance of their employees.

**Key Words:** Appraisals, Human resource, Management, Performance, Public organization

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### I. INTRODUCTION

Performance appraisal is one of the oldest and most widely used management practices, encompassing all the systematic methods utilized by organizations to gauge the efficiency and effectiveness of their staff (Tripathi, 2020). Performance evaluation has been considered as an important foundation of human resource development as it is used for taking important decisions such as training & development and promotion (Rao, 2019). According to (Kuvaas, 2016), performance assessment is a way for an employee's direct supervisor or management to assess the worker's output on the job, usually measured in quantitative, qualitative, cost, and time. Both the public and commercial sectors use performance reviews to manage and direct employees' professional advancement. Finding out how valuable an employee is to an organization and keeping track of that data is what this process is all about.

Depending on their goals, different organisations utilise different conventional assessment approaches. Yee and Chen (2019) listed many methods for evaluating performance, i.e. a ranking system, a trait scale, a narrative evaluation, a critical event evaluation, and a criteria-based evaluation. Management by objective (MBO), work planning and review, peer review, essay evaluation, behavioural observation scale, and behaviorally anchored rating scales are among the other performance assessment approaches listed by Terrence and Joyce (2021). The multi-factorial approach allows businesses to tailor performance evaluations to their own requirements by combining several methods. Every potential approach has its own set of pros and cons. Evaluations, in whatever form they take, need to help businesses fix their human resource problems. If carried out correctly, a

performance evaluation system should aid the organization in reaching its objectives (Terrence & Joyce, 2021).

In contrast, effective management of employees is a key component of every successful business. In both the public and commercial sectors, organisations rely on resources i.e. people, materials, money, equipment, and information. When utilised together, these tools make it possible to raise the bar for staff performance. Conversely, people resources are both the most imperative and the most difficult part of every successful business (Onafadeji, Ogunyemi, & Alarape, 2017). In congruent with Johnson (2019), HR is mostly concerned with the rules and regulations that govern the treatment of humans inside organisations. Human resources, which comprise full-time workers, part-timers, and contractors, have surpassed all other organisational assets in importance in recent years. The hiring of new employees, providing them with opportunities for professional growth, monitoring their progress towards goals, and compensating them for their efforts are all responsibilities that commonly fall within the purview of human resource departments and divisions within organizations. Consequently, a business needs a balanced mix of types and quantities of employees who are led in a way that helps them achieve both personal and organizational objectives.

Management of an organization's human resources in order to achieve its strategic goals is what human resource management is all about, in congruent with Hellrigel, Jackson, Slocum, and Staude (2019). This indicates that effectively evaluating and managing human resources is crucial for an organisation to achieve its goals. Dessler (2017) states that human resource management refers to the principles and procedures utilised to carry out the people or human resource aspects of a managerial role, comprising hiring, interviewing, training, and evaluating employees. Chukwuma (2023) posits that human resource management has lately grown in importance in organisational life. Part of the reason for this is the understanding that "human resource" refers to valuable assets that organisations have in form of individuals with different backgrounds, perspectives, and character qualities. When managed well, these human qualities may boost an organization's success by facilitating the delivery of superior customer service.

Human resource management has evolved to the point where it educates people (staff) more thoroughly, is innovative in terms of organisational potential, and serves a purpose beyond only workers, claims Koreem (2019). Human resource management seems to be a win-win for the organization and its employees. In the words of Heatfield (2019), human resource management provides a structure to help employees and the organisation as a whole to enhance their skills, knowledge, and capacities. Human resource management (HRM) is a framework that proposes various ways to help employees learn new things and become better at what they do for a living. This, in turn, helps the organization provide better services and perform better overall. Which is why HRM is so imperative; it is a must-have for every business that wants to achieve its policy objectives and provide first-rate service. In order to provide the organisation with a competitive edge, human resource management (HRM) trains workers to be more efficient and productive, which in turn improves the quality of service they provide to customers (Quartey, 2012). As an upshot of this competitive advantage, the organisation is better positioned to function in a committee of equals and compete with other organisations that have similar aims. Building on the points made above, Ivancevich (2014) emphasised that human resource management plays a crucial role in organisational effectiveness by facilitating the organization's goal-attainment, maximising the utilisation of the workforce's skills and abilities, ensuring that employees are well-trained and motivated, improving job satisfaction and self-actualization, enhancing the quality of work life, disseminating HRM policies to all employees, upholding ethical policies and social responsibilities. However, in line with the aforementioned, the study examined the impact of human resource management on performance appraisal in public organizations in Nigeria from 2012 to 2022 using selected ministries in Rivers State as a case study.

Based on the fore going, the paper is aimed to evaluate the impact of human resource management on performance appraisals in public organizations in Rivers State, 2012 - 2022. The specific objectives<sup>1</sup> of the study are to:

- I) identify the human resource management practices that enhance performance appraisal of public organizations in Rivers State
- II) determine the impact of human resource management on performance appraisal in public organizations in Rivers State.

Based on these objectives, the following questions are relevant:

- I) what are the human resource management practices used to enhance performance appraisal in public organizations in Rivers State?
- III) what is the impact of human resource management on performance appraisal in public organizations in Rivers State?

The following null hypotheses were formulated and tested in the course of this study:

**H<sub>01</sub>:** There is no significant relationship between human resource management practices and enhanced performance appraisal in public organizations in Rivers State.

**H<sub>02</sub>:** There is no significant relationship between the impact of human resource management and performance appraisal in public organizations in Rivers State.

## **II. THEORETICAL FRAMEWORK**

The study is anchored on Human Capital Theory. Paul Romer propounded the concept of Human Capital idea in 1986. In congruent with classical economics, the three primary components of production are land, capital, and labour, where the latter two are synonymous. A country's or organization's "primary" source of revenue is increasingly seen as its people. According to Sowunmi, Eleyowo, Salako, and Oketokun (2015), human resources, not monetary resources, are the most imperative factor in a nation's progress. The Human Capital Theory argues that people's ability to learn and grow professionally and personally is a key component in their economic well-being. The idea posits that society as a whole may benefit economically, socially, and individually from investing in education and skill development, which in turn leads to better wages and more productivity. While acknowledging the importance of other resources, Human Capital Theory states that people are an organization's or nation's most precious asset. In theory, man has limitless cultivable, harnessable, and controllable capacity, knowledge, and ability, which may guarantee the survival and progress of nations, sectors, or organisations. Human Capital Theory is in congruent with the premise that it is necessary and highly advantageous to upsurge a populace's production capacity. Human Capital Theorists argues that a well-educated populace is fundamentally more productive (Aliyu, Suhail & Suriyani, 2014). The Human Capital Theory holds that training upsurgers workers' cognitive capacity, which in turn improves their performance and efficiency. Thus, education is a means by which individuals invest in themselves and their future selves, with the hope of increasing their human capital (Babalola, 2013). Some examples comprise funding for health care, nutrition, education, and on-the-job and off-the-job training. But management and gross investment can only counteract the depreciation that comes with age, use, or inactivity for human capital to grow in quantity over time. Training and development programmes are considered a wise way to put money into people's futures. This investment, says those who support the human capital hypothesis, is as worthwhile as, if not more so than, a financial one in physical assets. Training and development are therefore considered essential HRM practises by Human Capital Theory, since they have the potential to boost the performance of the resource (people) and leads to better service delivery.

The theory is premised on the facts that:

- i. Human Capital Theory operates on the assumption that people possess a certain level of uniformity, treating them as if they have comparable talents and traits.
- ii. The Theory assumes that people engage in rational decision-making, carefully considering the costs and advantages associated with education and training prior to making their choices.
- iii. Human Capital Theory holds that people possess complete knowledge about the expenses and advantages linked to their choices regarding education and training.
- iv. The Theory posits that labour markets operate with efficiency and that salaries serve as an accurate reflection of an individual's human capital.

The function of performance evaluation and other HRM practices in public organizations may be better understood and analyzed with the help of Human Capital Theory. Public sector organizations may benefit from Human Capital Theory's insights into the relationship between investments in people and improved organizational performance when applied to performance evaluation and other HRM practices. Furthermore, in congruent with Human Capital Theory, people are logical decision-makers who consider the benefits and costs of their actions. Motivating workers to invest in their own human capital is possible within the framework of performance evaluation by associating individual and team success with prizes, promotions, and other incentives. The theory's central tenet is that people act rationally to maximise their own rewards. Finally, Human Capital Theory emphasizes that when workers get constructive criticism on their performance reviews, they are more likely to seek out chances for professional growth, which in turn boosts their productivity and value to the organization. Public organizations are able to function more efficiently and effectively as an upshot.

## **III. RESEARCH METHODOLOGY**

The paper is descriptive in nature and employed survey research design as a method of collecting data from a carefully selected sample that represents a larger populace, allowing for generalization of the data analysis upshots. The paper focused on five Ministries in Rivers State Civil Service. The selected ministries comprised of the Ministry of Education, Works, Power, Information and Communication, and Health.

The population of this study consisted of three thousand, two hundred and forty six (3246) staff of the Ministries mentioned above (Civil Service Commission, 2023).

The respondents were chosen at random utilising a simple random sampling in this investigation. Reason being, with simple random sampling, each sample has an equal chance of being chosen from the pool of potential samples. Moreover, although From a total population of 3,246 respondents (comprising both junior and senior staff of the Ministry of Education, Ministry of Works, Ministry of Power, Ministry of Information and Communication, and Ministry of Health), 356 were selected as the sample size for this study. At 5% level of significance, Taro-Yamane's (1967) formula was utilised to estimate the sample size. The mathematical expression of the Taro Yamane's formula is shown below:

$$n = \frac{N}{1 + N(e)^2}$$

Where,

n = Sample Size

N = Total Populace

e = Tolerable error (0.05)

In congruent with the total number of 3246 participants and a confidence level of 95% (a significance level of 0.05), the following was found to be the appropriate sample size for this study:

$$n = \frac{3246}{1 + 3246 * (0.05)^2}$$

$$n = \frac{3246}{1 + 3246 * (0.0025)}$$

$$n = \frac{3246}{1 + 8.115}$$

$$n = \frac{3246}{9.115}$$

$$n = 356.1163$$

$$n \approx 356$$

In congruent with the data shown above, 356 individuals from various categories of workers of the Ministry of Education, Works, Power, Information and Communication, as well as Ministry of Health, made up the sample size.

This paper made use of both primary and secondary sources of information. Thus, the paper utilized questionnaire. The questionnaire comprised two sections: section A and B. **Section A:** Respondents' demographic information. Information which includes: age, gender, educational level, marital status, and years of experience were part of this.

**Section B:** This part comprised data, items, and questions on human resource management and performance appraisal in public organizations in Rivers State.

The survey utilised a Likert scale with four possible answers. Among them were:

Strongly Agree (SA) = 4

Agree (A) = 3

Disagree (D) = 2

Strongly Disagree (SD) = 1

Note that the researcher personally administered the instruments to the respondents with the help of two research assistants who had received training from the researcher. With this, the researcher hoped to cover all of the bases as quickly as possible within a short period of time. The researcher and the trained research assistants helps the respondents comprehend and complete the questionnaire by providing explanations and clarifications when needed. The goal was for the respondents to provide honest answers. However, the administered questionnaire were retrieved from the respondents at the end of the exercise for accurate analysis. In table 1, shows the different types of respondents:

**Table 1 Breakdown of the Study Population**

S/N	Categories of the Respondents	Numbers
1.	Directors	5
2.	Assistant Directors	5
3.	Administrative Staff	120
4.	Clerk Staff	216
5.	Secretaries	10
	<b>TOTAL</b>	<b>356</b>

Source: Field Survey, 2023.

The researchers in this study utilized the content validity. Two more independent assessors, both from the discipline of Political Science, and the project supervisors assessed the questionnaire in order to activate the content validity technique. After the evaluation, corrections, suggestions and amendments made were implemented before administering copies of the questionnaire to the respondents. Also, the researchers utilized the test-re-test procedure to make sure the instrument was reliable. To get there, 20 people who were not really participating in the research filled out the survey. The instruments were re-administered to the same group of partakers after two weeks. To find the Cronbach's alpha, or stability co-efficient, of the survey questions, it linked the two scores utilizing the PPMCC. Put simply, the instruments' dependability was tested by determining their internal consistency utilizing Cronbach's alpha. Reliability upsurges as the value upsurges, which may take on values between 0 and 1. Therefore, we looked for a trustworthy and optimum co-efficient value of 0.7 or higher.

There were three parts to the examination of the data in this research. Section 1 comprised basic percentages, frequencies, charts, and tables for analysing demographic data. In Section 2, we analysed the research questions by means of weighted mean scores, basic percentages, frequencies, and tables. Here, we utilised a four-point modified Likert-scale with the following labels to gather data:

Strongly Agree = 4, Agree = 3, Disagree = 2, Strongly Disagree = 1. The criterion mean were achieved thus;

$$\text{Criterion mean} = \frac{4 + 3 + 2 + 1}{4} = \frac{10}{4}$$

$$\text{Criterion mean} = \frac{10}{4} = 2.50$$

The study questions' decision-making criteria were in congruent with a mean of 2.50. It accepted and deemed as agreed any mean response rate of 2.50 or above, while it rejected and deemed as disagree any mean response rating below 2.50.

The last step was the use of PPMCC to test the hypotheses. Because this study's variables were all assessed on ordinal scales, the PPMCC is a good fit for calculating the connection between the two variables (bivariate data). It should be mentioned that the data analyses were conducted utilising SPSS 23.0, a statistical package for the social sciences. It utilised a 5% threshold of significance to evaluate the hypothesis.

#### IV. DATA PRESENTATION AND ANALYSIS

##### Data Presentation

This paper made use of a variety of descriptive statistical methods, comprising tables, frequencies, and basic percentages particularly.

**Table 2: Response Rate of Questionnaire Administered**

Number of Questionnaire	Frequency	Percentage (%)
<i>Questionnaire Administered</i>	356	100
<i>Questionnaire Returned</i>	313	87.9
<i>Questionnaire Not Returned</i>	40	11.2
<i>Invalid Questionnaire</i>	13	3.7
<b><i>Valid Questionnaire</i></b>	<b>300</b>	<b>84.3</b>

Source: Field Survey (2023).

The summary of the questionnaire analysis was presented in Table 2, which revealed that a total of three hundred and fifty-six (356) copies of the questionnaire were distributed to the partakers. However, only three hundred (300) copies of the questionnaire that were distributed were returned, which represents 84.3% of the valid questionnaires. The data analysis for this research is in congruent with this 84.3%, which shows a high rate of response and so provides the foundation for the analysis.



**Table 3: Age of the Respondents**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	17 - 26 years	59	19.7	19.7
	27 - 36 years	119	39.7	59.4
	37 - 46 years	87	29.0	88.4
	47 years and above	35	11.6	100.0
	<b>Total</b>	<b>300</b>	<b>100.0</b>	<b>100.0</b>

Source: Field Survey (2023).

Twenty-nine (59) respondents, which accounts for 19.7% of the total partakers, were within the age group of 17-26 years. One hundred and nineteen (119) respondents, which accounts for 39.7% of the total respondents, were within the age group of 27-36 years. Eighty-seven (87) respondents, which accounts for 29.0% of the total respondents, were within the age group of 37-46 years. Finally, thirty-five (35) respondents, which accounts for 11.6% of the total respondents were within the age group of 47 years and above. With regard to the age distribution, it is evident that the bulk of the respondents fell between the age range of 27 to 36 years.

**Table 4: Gender of the Respondents**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	179	59.7	59.7
	Female	121	40.3	100.0
	<b>Total</b>	<b>300</b>	<b>100.0</b>	<b>100.0</b>

Source: Field Survey (2023).

One hundred and seventy-nine (179) respondents, which accounts for 59.7% of the total partakers, were men, while one hundred and twenty-one (121) respondents, which accounts for 40.3% of the total respondents, were females. This information is available in table 4.2.3, which displays the gender distribution of the partakers. In congruent with this gender breakdown, the vast majority of the people that responded were men.

**Data Analysis**

Regarding the responses to the research questions, this section provides a statistical analysis of the information that was acquired together with the perspectives and opinions of the individuals who participated in the responses.

**Research Question 1:** What are the human resource management practices used to enhance performance appraisal in public organizations in Rivers State?

**Table 5: Analysis of Human Resource Management Practices that Enhance Performance Appraisal of Public Organizations in Rivers State.**

S/N	Questionnaire Items	SA (%)	A (%)	D (%)	SD (%)	$\bar{X}$	Remark
1.	Training and Development	117 (39.0%)	117 (39.0%)	51 (17.0%)	15 (5.0%)	3.12	Accepted
2.	Performance Appraisal	106 (35.3%)	119 (39.7%)	43 (14.3%)	32 (10.7%)	3.00	Accepted
3.	Recruitment and selection	101 (33.7%)	127 (42.3%)	39 (13.0%)	33 (11.0%)	2.99	Accepted
4.	Employees Compensation	106 (35.3%)	123 (41.0%)	41 (13.7%)	30 (10.0%)	3.02	Accepted
5.	Mentoring and Coaching	144 (48.0%)	102 (34.0%)	33 (11.0%)	21 (7.0%)	3.23	Accepted

Source: Field Survey (2023).

Note: SA = Strongly Agree, A = Agree, D = Disagree, SD = Strongly Disagree,  $\bar{X}$  = Weighted Mean

Table 5 displayed the descriptive statistics of the five elements on the ways in which public organisations in Rivers State improve their performance assessment via human resource management techniques. All five of the statements/items in the table about the various human resource management techniques that improve the performance evaluation of public organisations in Rivers State have received unanimous approval from the respondents. This is due to the fact that overall, there was a much larger proportion of people who agreed with these five claims or items than who opposed. The fact that all five statements/items had weighted

mean ratings higher than the criteria mean of 2.5 (3.12, 3.00, 2.99, 3.02, and 3.23) lends credence to this. These upshots provide statistical support for the conclusion that the most imperative human resource management practices that improve performance appraisal in Rivers State public organisations are training and development, performance appraisal, recruiting and selection, employees' compensation, mentoring, and coaching.

**Research Question 2:** What is the impact of human resource management on performance appraisal in public organizations in Rivers State?

**Table 6: Analysis of the Impact of Human Resource Management on Performance Appraisal in Public Organizations in RiversState**

S/N	Questionnaire Items	SA (%)	A (%)	D (%)	SD (%)	$\bar{X}$	Remark
6.	Human resource management helps in improving performance appraisal processes in public organizations.	134 (44.7%)	129 (43.0%)	23 (7.7%)	14 (4.7%)	3.28	Accepted
7.	Human resource management develops employees' personal and organizational skills, knowledge and abilities for improved service delivery.	136 (45.3%)	120 (40.0%)	26 (8.7%)	18 (6.0%)	3.25	Accepted
8.	Human resource management makes and helps public organizations to reach their goal through retaining of best talents.	122 (40.7%)	124 (41.3%)	33 (11.0%)	21 (7.0%)	3.16	Accepted
9.	Human resource management upsurge productivity and efficiency of pubic organizations through improved appraisal practice.	123 (41.1%)	115 (38.3%)	35 (11.7%)	27 (9.0%)	3.11	Accepted
10.	Human resource management upsurges staff members' capacity to do the assigned responsibilities in the organization.	130 (43.3%)	111 (37.0%)	30 (10.0%)	29 (9.7%)	3.14	Accepted

**Source:** Field Survey (2023).

**Note:** SA = Strongly Agree, A = Agree, D = Disagree, SD = Strongly Disagree,  $\bar{X}$  = Weighted Mean

Table 6 displayed the descriptive statistics of the five items regarding the effect of HRM on performance evaluation in Rivers State government agencies. The table shows that all five statements/items on the effect of HRM on performance reviews in Rivers State government agencies have received favourable replies from respondes. This is due to the fact that overall, there was a much larger proportion of people who agreed with these five claims or items than who opposed. The fact that each of the five assertions or items had a weighted mean rating higher than the criteria mean (3.28, 3.25, 3.16, 3.11, and 3.14) lends further credence to this. These upshots provide statistical support for the conclusion that HRM influences performance reviews in public organizations in Rivers State.

**Test of Hypotheses**

**Hypothesis H<sub>01</sub>:** There is no significant relationship between human resource management practices and enhanced performance appraisal in public organizations in Rivers State.

**Hypothesis H<sub>A1</sub>:** There is a significant relationship between human resource management practices and enhanced performance appraisal in public organizations in Rivers State.

**Table 7: PPMCC on Human Resource Management Practices and Performance Appraisal**

	Human Resource Management Practices	Performance Appraisal
<b>Human Resource Management Practices</b>	Pearson Correlation	1.000
	Sig. (2-tailed)	.732**
	N	300
<b>Performance Appraisal</b>	Pearson Correlation	.732**
	Sig. (2-tailed)	.000
	N	300

\*\* . At the 0.05 level, the correlation is substantial (2-tailed).

**Source:** Field Report, 2023 (Output from SPSS, v21.0).

Above, you can see the upshot of the first hypothesis test in Table 7. The result shows that there is a significant relationship between HRM practices and enhanced performance appraisal in public organizations in Rivers State, with a favourable and larger than 0.5 PPMCC (PPMC) value of 0.732.

**Decision on the First Hypothesis:** We are able to reject the null hypothesis one ( $H_{01}$ ) and accept the alternative hypothesis one ( $H_{A1}$ ) due to the fact that the substantial value (P-value) of 0.000 is lower than the threshold of 0.05. The conclusion is that the implementation of human resource management methods upshots in a considerable improvement in performance evaluation.

**Testing of Hypothesis Four**

**H<sub>02</sub>:** There is no significant relationship between the impact of human resource management and performance appraisal in public organizations in Rivers State.

**H<sub>A2</sub>:** There is a significant relationship between the impact of human resource management and performance appraisal of public organizations in Rivers State.

**Table 8: PPMCC on Impact of Human Resource Management Practices and Performance Appraisal**

		Impact of Human Resource Management Practices		Performance Appraisal
<b>Impact of Human Resource Management Practices</b>	Pearson Correlation		1.000	.709**
	Sig. (2-tailed)		.	.000
	N		300	300
<b>Performance Appraisal</b>	Pearson Correlation		.709**	1.000
	Sig. (2-tailed)		.000	.
	N		300	300

\*\* At the 0.05 level, the correlation is substantial (2-tailed).

**Source:** *Field Report, 2023 (Output from SPSS, v21.0).*

Above, you can see the upshot of the second hypothesis test in Table 8. The table shows that there is a significant relationship between the types of Human Resource Management Practices and Performance Appraisal in public organisations in Rivers State.

**Decision on the Fourth Hypothesis:** We are able to reject the null hypothesis four ( $H_{04}$ ) and accept the alternative hypothesis four ( $H_{A4}$ ) due to the fact that the substantial value (P-value) of 0.000 is lower than the threshold of 0.05.

**V. Discussion of Findings**

Human resource management and performance appraisals was the focus of this research. Statistical Package for Social Sciences (SPSS) 22 version was utilised to facilitate estimation, and descriptive statistics i.e. weighted mean scores, simple percentages, and frequencies were employed to analyse the demographic data of the respondents and answer the research questions. The hypotheses were tested utilising the Pearson Product Moment Correlation (PPMC). Having analysed the data in this chapter, the result are presented as follows:

**Research question 1: The Human Resource Management Practices that Enhance Performance Appraisal of Public Organizations in Rivers State**

This study sought to identify the most imperative human resource management practices that improve the performance evaluation of public organisations in the state of Rivers. Specifically, it found that these practices comprise training and development, performance appraisal, recruiting and selection, training and coaching, and employees' compensation. Sowunmi, Eleyowo, Salako, and Oketokun (2015) corroborated these upshots when they reported that performance appraisal, training and development, and recruitment and selection procedures were the most imperative human resource management practices for enhancing the performance of banking organisations in Nigeria's Ogun state.

**Research question 4: The Impact of Human Resource Management on Performance**

**Appraisal in Public Organizations in Rivers State**

With respect to the impact of human resource management on performance appraisal in public organizations in the Rivers State, the upshots emanating from this study indicated that human resource management helps in improving performance appraisal processes in public organizations, human resource management develops employees' personal and organizational skills, knowledge and abilities for improved service delivery, human resource management makes public organizations to reach their goal through retaining of best talents, human resource management upsurges productivity and efficiency of public organizations through improved appraisal practice while human resource management upsurges staff members' capacity to do the assigned responsibilities in the organization. The upshots of Kusena (2023), who discovered that human resource management had a favourable and considerable impact on the performance of workers in Nigeria, lend credence to this upshot. Ofobruku and Nwakoby (2015) discovered that training, which is a kind of human resource management, has a strong and favourable link with workers' productivity in the Nigeria Insurance Industry. This conclusion is also connected to the upshots of Ofobruku and Nwakoby (2015).



## VI. CONCLUDING REMARKS

The study evaluated the impact of human resource management on performance appraisal in public organizations in Nigeria. The study however revealed that human resource management has a favourable and substantial impact on the performance evaluation in public organizations in Rivers State. The study therefore concludes that human resource management has a positive, favourable and substantial impact on performance appraisal in public organizations in Rivers State.

Based on the findings, the following recommendations were made:

- i. A concerted efforts should be taken in the public organizations in Nigeria to improve human resource practice in order to achieve the objective of good performance appraisal and improved employees' productivity.
- ii. Public organizations should prioritize human resource management that will boost employees' morale, motivate employees, reduce absenteeism, and improve organizational performance.
- iii. In order to improve performance appraisal in public organizations, appraisal which involves peer review, self-assessment, essay appraisal, 360-degree feedback and behavioural observation scale while feedback is sought from everyone should be carried out
- iv. Public organizations in Nigeria should put more effort in making sure that they have put procedures in place for good recruitment and selection practices.
- v. Public organizations in Nigeria should organize on-the-job trainings, retraining and other job trainings to improve skills of employees and create job satisfaction that will lead to improvement in both employees and organizational performance.

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