

Organizational Goals and Employees Productivity. (A case study of Federal Polytechnic Ukana. Akwa Ibom State Nigeria)

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Abstract

This study investigated organizational goals and employee productivity in Federal Polytechnic Ukana, Akwa Ibom State, Nigeria. Three research questions and hypotheses were formulated to guide the study. The hypotheses were tested at a .05 level of significance. A survey research design was employed. The population for the study was one hundred and forty-six junior and senior staff of the institution. All the staff were purposively sampled. The instrument for data collection was the questionnaire validated using the face validity method. This method was done by giving copies of the instruments to an expert in the management field. The data was analyzed using descriptive statistics and Pearson Product Moment Correlation (PPMC). The findings revealed a significant relationship between organizational goals and employee productivity. The result further shows that employees perform better when they are motivated. The study concluded that if employees are well motivated and their job criteria clearly stated, their productivity will greatly improve. Based on the findings, it was recommended among others that the management of the institution should integrate individual and corporate objectives to achieve better employee performance and high productivity in the institution.

Keywords

Organization, Goal, employee productivity, employee performance, Organizational Productive

Introduction

Organizational goals are the overall objectives, purpose, and [mission](#) of an enterprise or institution that have been established by its [management](#) and communicated to its employees. The organizational goals of a [company](#) typically focus on its long-range intentions for operating and its overall [business philosophy](#) that can [provide](#) useful guidance for employees seeking to

please their managers. While goals have long been used as a quantitative measure for employee performance, many organizations find that the goal-setting process takes a huge amount of time and is, frankly, not very effective. However, when done correctly, goal-setting can help improve employee engagement in a way that elevates performance and benefits organizations overall, according to recent McKinsey research.

Steps To Establishing Effective Employee Productivity:

1. Involve employees from start-to-finish: The purpose of goals is to help employees improve – naturally, it makes sense to include them in the entire process. Securing employee buy-in allows you to help develop their short- and long-term goals, and increases the likelihood that they will be achieved. Managers should jointly develop goals that are SMART (specific, measurable, actionable, results-oriented, and time-bound). Doing so inspires commitment and allows individuals a sense of ownership in achieving their goals. Encouraging employees to set stretch goals also helps push performance and serves as a motivator for ongoing development.

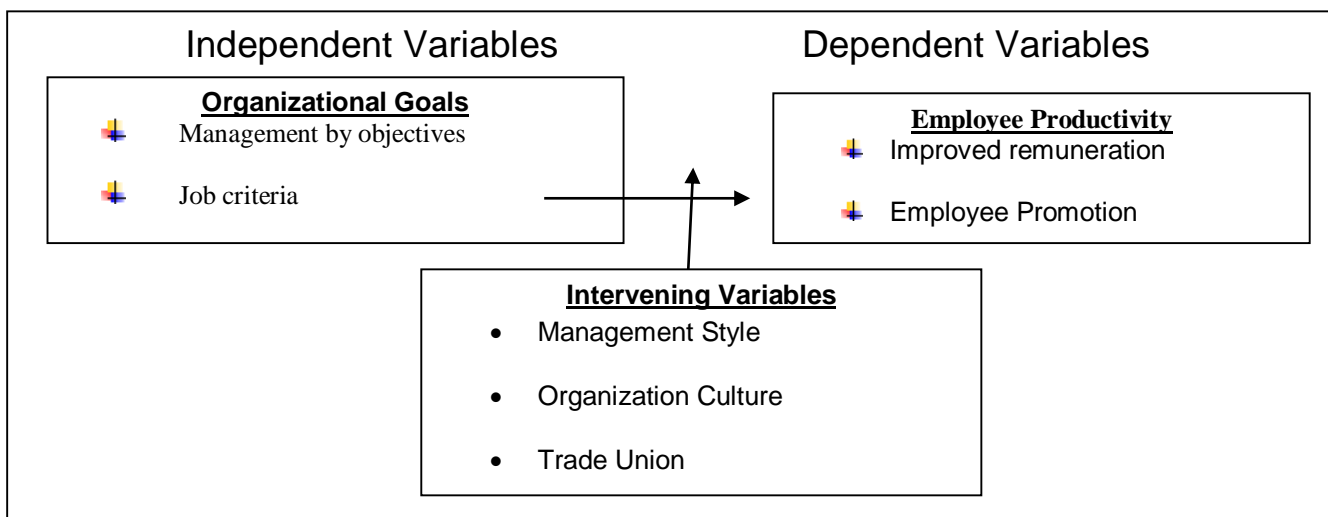
2. Link individual goals to business objectives: For companies that have effective performance management systems, 91% say that employees' goals are linked to business priorities. The explanation is simple: employees will be more effective if they can see how their individual goals fit into the big picture. In recent years, there has been an uptick in the number of companies linking organizational business goals to functional business objectives, and converting those into team-performance goals. This encourages accountability and better performance as individuals grasp the direct impact of their performance.

3. Adapt goals in real-time: Goals should never be seen as stagnant, but dynamic and evolving. One common mistake is setting goals at the beginning of the year and forgetting about them until review season. As realities fluctuate throughout the year, failing to revisit goals can be demotivating. That's not to say goals should become moving targets, but rather that they should be adapted as the environment changes. At one multinational company McKinsey works with, for example, targets are updated if the assumptions used to set them change unexpectedly. This has helped establish a performance-management system that helps motivate performance.

Statement of the Problem

Research into Organizational Goals has gone through periods of setbacks. Recent interest has focused on the importance of Organizational Goals, down to the success of the organization. Whereas, researches into Organizational Goals and employee's productivity is still at a negligible level; today's activities reveal things that are to divergent. The basic aim of every organization or institution is to achieve its objectives, goals, or targets successfully. Goals set by an organization or institution will only be in vain if much attention is not paid to employees "effort or performance for successful accomplishment". In other to achieve set goals and objectives successfully, there is the need to performance appraisal. Performance appraisal should be linked to attractive incentive to employees, enabling workers to demonstrate higher productivity. Most organization in the competitive market fails since their workers perform below standard for, they are not encouraged to work harder. Managers and employees are the life blood of every business organization. If management does not invest much into the welfare of their workers, problems are bound to rise leading to industrial strike actions, low commitment to work, how morale and low productivity of goods and services. Attractive appraisal systems are established by some organizations to help motivate their employees to strive hard to be recognized and rewarded.

Researcher's Conceptual Frame Work



Purpose of the Study

In the light of the earlier stated problems, the purpose of this study explores organizational goal and employees using Federal Polytechnic Ukana, Akwa Ibom State. In satisfying this purpose, the study sought to: Establish the relationship between organisational goals and employee's productivity.

Research Questions

The study sought answers to the following operational research questions.

1. Is there any significant relationship between organisational goals and employee's productivity?
2. Is there any significant relationship between management by objectives and employee's productivity?
3. Is there any significant relationship between job criteria and employee's productivity?

Research Hypotheses

The following Research hypotheses questions were asked.

1. There is no significant relationship between organisational goals and employee's productivity.
2. There is no significant relationship between management by objectives and employee's productivity.
3. There is no significant relationship between job criteria and employee productivity.

Scope of the Study

Relevant of organizations and institutions in Nigeria cannot be measured as a result of its composition.

The content scope of organizational goals and employee's productivity. It concentrated on junior and senior staff of the institution. It established the relationship between organizational goals and employees' productivity.

The geographical scope is Federal Polytechnic, Ukana. The institution is made up of several departments and units that are domiciled in FPU, AKS to show the organizational goals criteria, such inclusion management and retention management. feedback. Rewards also to ascertain the quality of services, and work.

Significant of the Study

This study is significant because it would help in achieving effective organizational goals and employee's productivity through efficient management. The result of this study would contribute to knowledge based on essentials, the practice of administration and management thereby, explaining the relationship between organizational goals and employees' productivity. The results obtained, would also provide information to managers/administrators based on research and theory to assist them in their managerial and administrative responsibility.

Managers would learn about organizational goals and its relationship with the employees' productivity that suited the stakeholders.

Finally, it is expected that the entire society as well as individual will also benefit tremendously from the findings and recommendations of this study as the various societal malaise associated with retrenchment, under-employment, low job satisfaction and motivation un-productivity etc. will be significantly eradicated.

Moreover, people will get value returns for their money as product quality will continue to improve remarkably.

Definition of Operational Terms

Performance: Refers to the ability of an employee to perform a given task to the satisfaction of its employs or is the accomplishment of the organisation.

Appraisal: A structural formal interview between subordinate and supervisor.

Performance Appraisal: This is referred to an indispensable tool for an organisation for the information it provides is highly useful in decision making regarding various personnel aspects such as promotions and merit increases.

Productivity: It is defined as quality or volume of the major product or service that an organization provides. It is what comes out of production.

Employee: Refers to any person currently employed, or on leave of absence. The term does not include applicants for employment.

Motivation: To stimulate the interest of a person that needs to do something in a particular way. Allowances: an increase in salary Development: refers to training to provide employees with competencies for anticipated future jobs & roles.

Training: Occurs when one adds new and modifies existing behaviours patterns in a way that has some influence on future performance on attitudes.

Salary: wages paid to an employee by an employer for a job being done.

Limitation of the study

The general adoption of organizational goals as a considerable tools for decision making, selection, promotion and for judging the effectiveness of personnel in an organisation which result to the determination of employee productivity. Research has shown that the predetermination objective of organizational goals has a lot of limitations. Okerie (2013) explains some limitations as follows;

- a. It is very difficult to compare a single individual with human beings having varying behaviour traits.
- b. The task of ranking individuals is difficult when a large number of persons are rated.
- c. It does not eliminate snap judgements, nor does it provide us with a systematic procedure for determining the relative ranks of subordinates in additions.
- d. Time consuming
- e. Subjects to rate error and biases
- f. If not done right it can be a complete waste of time
- g. It can be stressful for all involved.

REVIEW OF RELATED LITERATURE

This will present a comprehensive review of literature related to the study in a bid to position it in a pertinent theoretical framework. Thus, it will discuss findings of related researches to this study. The literature reviews provide the reader with an explanation of the theoretical rationale of the problem being studied as well as what research has already been done and how the findings relate to the problem at hand. This research will provide relevant information on performance appraisal and employees productivity in Federal Polytechnic Ukana, Akwa Ibom State Nigeria. The information provided will enable us to ascertain the following, Quality of services handle by employees, number of customers/ students served, quality of work/ service per day; the second phase of independent variables will show organizational goals criteria, inclusion management and goal adaptability.

Conceptual Review

The concept of organizational goals is referring to the accomplishment of a given task measured against present known standards of accuracy, completeness, cost and speed. In a contract performance is deemed to be the fulfilment of an obligation, in a manner that releases the performer from all liabilities under the contract.

Performance Appraisal is the process of determining and communicating to an employee how he or she is performing on the job and ideally, establishing plan of improvement. When properly conducted, performance appraisal not only let employees know how well they are performing but also influence their future level of effort and task direction.

Employee Promotion: Promotion is advancement of an employee to a better job- better in terms of greater responsibility, more prestige or status, greater skills and especially increased rate of pay or salary.” The upward reassignment of an individual in an organizational hierarchy, accompanied by increased responsibilities, enhanced status and usually with increased income though not always so.” Promotion is the reassignment of a higher-level job to an internal employee with delegation of responsibilities and authority required to perform that higher job and normally with higher pay. Thus, the main conditions of promotion are: -

- 1) Reassignment of higher-level job to an employee than what he is presently performing.
- 2) The employee will naturally be delegated with greater responsibility and authority than what he has had earlier.
- 3) Promotion normally accompanies higher pay.

Promotion may be temporary or permanent depending upon the organizational needs and employee performance.

Purpose of promotion: Organizations promote the employee with a view to achieve the following purposes.

- 1) To utilize the employee’s skills, knowledge at the appropriate level in the organizational hierarchy resulting in organizational effectiveness and employee satisfaction.
- 2) To develop competent spirit and inculcate the zeal in the employees to acquire the skills, knowledge etc. required by higher level jobs.
- 3) To develop competent internal source of employees ready to take up jobs at higher level in the changing environment.
- 4) To promote employee’s self-development and make them await their turn of promotions. It reduces labour turnover.
- 5) To promote a feeling of content with the existing conditions of the company and a sense of belongingness.
- 6) To promote interest in training, development programmers and in team development areas.
- 7) To build loyalty and to boost morale.
- 8) To reward committed and loyal employees.

9) To get rid of the problems created by the leader of workers' unions by promoting them to the officer' levels where they are less effective in creating problems.

Merit as a basis of promotion

Merit is taken to denote an individual employee's skills, knowledge, ability, efficiency and aptitude as measured from educational, training and past employment record. The merits of merit system of promotion are:

- 1) The resources of higher order of an employee can be better utilized at a higher level. It result in maximum utilization of human resources in an organization
 - 2) Competent employees are motivated to exert all their resources and contribute them to the organizational efficiency and effectiveness
 - 3) It works as golden hand-cuffs regarding employee turnover,
 - 4) Further it continuously encourages the employees to acquire new skill, knowledge etc. for all-round development.
- Despite these advantages the merit systems suffer from some demerit. They are:

- 1) Measurement or judging of merit is highly difficult.
- 2) Many people, particularly trade union leaders, distrust the management's integrity in judging merit.
- 3) The techniques of merit measurement are subjective.
- 4) Merit denotes mostly the past achievement, efficiency but not the future success. Hence, the purpose of promotion may not be served if merit is taken as sole criteria for promotion.

Job Criteria and Employees Productivity

Once the appropriate organizational goals have been established, the organization must determine how best to measure the performance of employees. This raises the critical issue of which rating form to use. In the vast majority of organizations, managers rate employee job performance on a standardized form. A variety of forms exist, but they are not equally effective. To be effective, the form must be relevant and the rating standards must be clear. Relevance refers to the degree to which the rating form includes necessary information, that is, information that indicates the level or merit of a person's job performance. To be relevant, the form must include all the pertinent criteria for evaluating performance and exclude criteria that are irrelevant to job performance. The omission of pertinent performance criteria is referred to as criterion deficiency. For example, an appraisal form that rates the performance of police officers solely on the basis of the number of arrests made is deficient because it fails to include other aspects of job performance, such as conviction record, court performance, number of commendations, and so on. Such a deficient form may steer employee behavior away from organizational goals; imagine if police officers focused only on arrests and neglected their other important duties. When irrelevant criteria are included on the rating form, criterion contamination occurs, causing employees to be unfairly evaluated on factors that are irrelevant to the job. For example, criterion contamination would occur if an auto mechanic were evaluated on the basis of personal cleanliness, despite the fact that this characteristic has nothing to do with effective job performance. Performance standards indicate the level of performance an employee is expected to achieve. Such standards should be clearly defined so that employees know exactly what the company expects of them. For instance, the standard "load a truck within one hour" is much clearer than "work quickly." Not only does the use of clear performance standards help direct employee behavior, it also helps supervisors provide more accurate ratings; two supervisors may disagree on what the term "quickly" means, but both attribute the same meaning to "one hour." To meet the standards described in the previous section, a firm must use an effective rating form. The form provides the basis for the appraisal, indicating the aspects or dimensions of performance that are to be evaluated and the rating scale for judging that performance. Human Resources (HR) experts have developed a variety of instruments for appraising performance. A description of the most commonly used instruments, along with their strengths and weaknesses, is given in the following paragraphs. A summary of these instruments appears in Exhibit 1. It should be noted, however, that companies can create additional types of instruments. For instance, they can rate employees on job task performance using graphic or behavior rating scales.

Theoretical Review

According to the Chukwuemeka (2002), theoretical framework is a broad umbrella made up of theoretical postulations (theories, perspective, models or paradigms) that researchers or writers can utilizes as guides for understanding and analyzing the reality of a phenomenon under study. Theories are essentials tools which the researcher use in shedding more light on the possible relationship between variables that appear to have logical connection. An examination of the above submissions reveals that, theoretical framework is not just a description of theories existing in a particular field, but it is rather an application of a relevant theory to guide a research endeavor.

The following three theories underpinning performance appraisal have been identified by Buchner (2007); they include Goal theory which was developed by Latham and Locke (1979), the theory highlight four mechanisms that connect goals to performance. These he listed as:

The direct attention to priorities, the stimulate effort, the challenge people to bring their knowledge and skills to bear to increase their chances of success and the more challenging the goal, the more people will draw on their full repertoire of skills. This theory underpins the emphasis in performance management on setting and agreeing objectives against which performance can be measured and managed.

The second theory focuses attention on feedback as a means of shaping behavior. As people receive feedback on their behavior they appreciate the discrepancy between what they are doing and what they are expected to do and take corrective action to overcome the discrepancy. Feedback is recognized as a crucial part of performance management process. The third theory was developed by Bandura (1986), it is based on his central concept of self-efficacy. This suggests that what people believe they cannot do powerfully impacts on their performance. Developing and strengthening positive self-belief in employee is therefore an important performance management objective.

Behavioural Management Theory

The behavioural management theory was developed in response to the need to account for employee behaviour and motivation. This shift moved management from a production-oriented (classical leadership theory) to a leadership style focused on the workers' human need for work-related satisfaction and good working conditions.

A Shift in Theories

Long before theories started writing about employee satisfaction and good working conditions, management considered classical leadership with its sole interest in high production and efficiency, to be the most important to an organization's success. Later, it was concern for worker satisfaction and good working conditions that formed the foundations for behavioural management. Behavioural management theory relies on the notion that managers will better understand the human aspect to workers and treat employees as important assets to achieve goals. Management taking a special interest in workers makes them feel like a part of special group. As time went on, things shifted, and management started looking at employee satisfaction and working conditions as a way to increase productivity. Theorist like Elton Mayo and others studied employee productivity under different conditions to determine a connection.

Mayo's Hawthorne experiment provides a good example of this; in the Hawthorne experiment, a group of telephone line workers were separated and observed working in a private room. During their workday the group members were given special privileges like freedom to leave their work stations, changes in pay rates and even company sponsored lunch. What they discovered was the control group produced more than other employees. The rationale for this increased production was that the group felt that management was interested in their well-being. This began the human relations movement for management. If all management had to do was spend time, express interest in workers' personal well-being, and reward them for a job well done, workers would feel motivated to work harder. In fact, behaviour towards work would be positive.

Vroom Expectancy Motivation Theory.

Whereas Maslow and Herzberg look at the relationship between internal needs and the resulting effort expended to fulfil them, Vroom's expectancy theory separates effort (which arises from motivation), performance, and outcomes behaviour results from conscious choices among alternative whose purpose it is to maximize pleasure and to minimize pain. Vroom realized that an employee's performance is based on individual factors such as personality, skills, knowledge, experience and abilities. He stated that effort, performance and motivation are linked in a person's motivation. He uses the variables Expectancy, instrumentality and valence to account for this. Expectancy is the belief that increased effort will lead to increased performance i.e. if I work harder then this will be better. This is affected by such things as:

- Having the right resources available (e.g. raw materials, time)
- Having the right skills to do the job.
- Having the necessary support to get the job done. (e.g. supervisor support, or correct information on the job)

Instrumentality is the belief that if you perform well that a valued outcome will be received. The degree to which a first level outcome will lead to the second level outcome i.e. if I do a good job, there is something in it for me. This is affected by such things as:

- Clear understanding of the relationship between performance and outcome e.g. the rule of the reward 'game'.
- Trust in the people who will take the decisions on who gets what outcome.
- Transparency of the process that decides who gets what outcome

Valence is the importance that the individual places upon the expected outcome. For the valence to be positive, the person must prefer attaining the outcome to not attaining it. For example, if someone is mainly motivated by money, he or she might not value offers if additional time off.

Equity Theory

Equity theory focuses on determining whether the distribution of resources is fair to both relational partners. Equity is measured by comparing the ratio of contributions (or cost) and benefits (or rewards) for each person. Considered one of the justice theories, equity theory was first developed in the 1960s by J. Stacy Adams, a workplace and behavioural psychologist, who asserted that employees seek to maintain equity between the inputs that they to a job and the outcome that they receive from it against the perceived inputs and outcomes of others (Adams, 1963). The belief is that people value fair treatment which causes them to be motivated to keep the fairness maintained within the relationship of their co-workers and the organization. The structure of equity in the work place is based on the ratio of inputs to outcomes. Inputs are the contributions made by the employee for the organizations. According to Adams (1965), anger is induced by underpayment inequity and guilt is induced with overpayment equity (Spector 2008). Payment whether hourly wage or salary, is the main concern and therefore the cause of equity or inequity in most cases.

Equity theory consists of four propositions:

- Groups can maximize collective rewards by developing accepted systems for equitably apportioning rewards and costs among member.
- Individuals seek to maximize their outcomes (where outcomes are defined as rewards minus costs).
- When individuals find themselves participating in inequitable relationships, they become distressed. The more inequitable the relationship, the more distress individuals feel. According to equity theory, both the person who gets “too much” and the person who gets “too little” feel distressed.
- Individual who perceive that they are in an inequitable relationship attempt to eliminate their distress by restoring equity? The greater the inequity, the more the distress people feel and the more they try to restore equity. (Walster, Traupmann and Walster, 1978).

Research Methodology

Research Design

According to Nwadiane (2007), research design is the structure or plan of research i.e. what to do and how to do it. And it involves structuring the variables in the manner that enable their relationship to be determined the relationship between each variables. Thus, this study, descriptive survey research design was used. The numerical of these variables will be calculated to ascertain its relationship.

The Population of Study

The population of the study will comprise all the staff of the institution. The total number of the staff of the institution is one hundred and forty six (146). The staff are divided into two categories. The senior and junior staff. There are ninety seven (97) senior and forty nine (49) junior in the institution.

Distribution of population of the study

S/N	Senior Staff	Junior Staff	Total
1.	97	49	146

Sample Size and Sampling Technique

All the staff of the institution was sampled. Therefore, all one hundred and forty six (146) respondents will be sampled. Purposive sampling technique will be used in the study. Purposive sampling technique is chosen as the sampling techniques of this study.

Purposive sampling technique is non-probability sampling technique or judgemental technique where the sample relies on the judgement of the researcher. Purposive sampling technique is used when the population under study is quite small (Patton, 1990).

S/N	Senior	Junior	Total	Sample %
1.	97	49	146	146

i.e $146 \times 100 \div 146 = 100\%$

Moreover, one hundred and forty-two of the questionnaires were duly filled and returned. Four (4) of the questionnaires were invalid.

Sources of Data

In the course of this study, the data was collected from primary source. The primary source includes the administration of questionnaire of some careful selected staff.

Instrumentation

A structured questionnaire was used in eliciting response from the respondents. The instrument was developed to answer the research questions. The questionnaire will consist of two sections. Section A and section B. section A was design to elicit information such as Gender, Marital status, Age, Educational Qualification, Department and Position. The questionnaire items in section B were generated in line with the independent and dependent variables. The questionnaire will develop using four point's Likert scale. This involves Strongly Agree (SA), Agree (A), Strongly Disagree (SD) and disagree.

Validity of Instrument

The instrument was validated using face validity method. This method was done by giving copies of the instruments to an expert in the field of management. The expert carefully assessed the contents of the instrument and made necessary corrections which will be based on their observations. The researcher was guided in the development of the final version of the instrument.

Reliability of Instrument

To ascertain the reliability of the instrument, the questionnaire was administered to twenty (20) staff of another academic institution. This comprises (Ten from the senior and ten from the junior) who were not part of the study. Cronbach Alpha Statistics was used to establish the reliability coefficients.

Administration of the Research Instruments

The researcher will personally administer the questionnaire to the respondents. He will visit the institution under study in order to distribute the questionnaire. He will ensure that the respondents were properly guided on how to fill the questionnaires. Completed questionnaires will be collected thereafter.

Method of Data Analysis

The data will be analysed using descriptive statistics. This involve the use of frequencies and percentages. The data will further be analysed using Pearson Product Moment Correlation (PPMC) statistics.

Formula for computing Pearson Product Moment Correlation (PPMC)

$$N\sum XY - \sum X\sum Y$$

$$\sqrt{[N\sum X^2 - (\sum X)^2] [N\sum Y^2 - (\sum Y)^2]}$$

Data Presentation And Analysis

The main focus of this chapter is to analyse and discuss the findings of the study. The findings are presented and discussed based on the variables of the study. The results of the analysis are presented as below.

Analysis of the Data

Research Question 1: Is there any significant relationship between organisational goals and employee's productivity?

Table 1: Frequency Distribution and Percentages of organisational goals

	Organizational Goals	SA	A	total	%	D	SD	total	%
1.	The Federal Polytechnic Ukana have well written goals.	108	30	138	97.2	4	0	4	2.8
2.	The goals are geared toward the growth of the school	110	30	140	98.6	1	1	2	1.4
3.	Staff work toward the actualization of the goals	70	67	137	96.5	2	3	5	3.5

Source: Field Survey 2018

In table 1 above, it was revealed that Federal Polytechnic Ukana has a well written goals and the goals are geared toward the growth of the school. It was further revealed that staff work toward the attainment of the goals. Data analysed records that 138 (97.2) staff agreed that there are well written goals, 140 (98.6) asserts that the goals are geared toward institutional growth while 137 (96.5) staff consent that staff work toward the actualisation of the goals.

Research Question 2: Is there any significant relationship between management by objectives and employees productivity?

Table 2: Frequency Distribution and Percentages of Management by Objectives and Employees Productivity

	Management by Objectives	SA	A	total	%	D	SD	total	%
1	The institution's programmes are well planned	35	80	85	59.9	20	37	57	41.9
2	Every department in the institution has a standard	31	66	97	68.3	40	5	45	27.7

3	Staff productivity are evaluated based on the standards	40	48	88	61.8	22	32	54	48.2
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Data in table 2 shows that the institutions programmes are well planned. The analysis indicates that 85 (59.9) staff agreed to a well-planned programme, 97 (68.3) staff consent to a standardised department while 88 (61.8) staff approve that staff productivity are measured my standards.

Research Question 3: Is there any significant relationship between job criteria and employee improved welfare package?

Table 3: Frequency Distribution and Percentages of Job Criteria

	Job Criteria	SA	A	total	%	D	SD	total	%
1.	The school has a method of comparing each staff productivity	61	35	96	67.6	20	26	46	26.4
2.	They are compared based on productivity	60	36	96	67.6	22	24		26.4
3.	Their performance are communicated to them	25	30	55	38.7	77	10	87	63.3

In table 3 above, data shows that the institution has a method of comparing staff productivity and the productivity are compared based on staff productivity, but staff performance are not communicated to them. Data analysis shows that 96 (67.6) staff agreed to definite method of comparing staff productivity, 96 (67.6) approved comparism based on productivity while 87 (63.3) opined that performance are not communicated to staff.

Null Hypothesis 1

1. There is no significant relationship between organisational goals and employees productivity.

Table 1: Pearson Product Moment Correlation Analysis of the Relationship between organisational goals and employees productivity in Federal Polytechnic, Ukana.

Variable	$\sum x$	$\sum x^2$	$\sum xy$	r-ratio
Decision				
$\sum y$ $\sum y^2$				
organisational goals (x) 84066	5587	85967	0.592	Significant
employees productivity (y)	5467	92623		

Level of significance 0.05, df= 142-2, critical r-value 0.098

The data in Table 1 indicates that the calculated r-value is 0.592, while the critical r-value is 0.098. Since the calculated r-value is greater than the critical r-value, the null hypothesis is rejected. This implies that there is a significant relationship between organisational goals and employee productivity.

Null Hypothesis 2

There is no significant relationship between management by objectives and employees productivity.

Pearson Product Moment Correlation Analysis of the Relationship between management by objectives and employees productivity in Federal Polytechnic, Ukana.

Variable	$\sum x$	$\sum x^2$	$\sum xy$	r-ratio	De-
cision					
$\sum y$ $\sum y^2$					
management by objectives (x) 85006	7413	97356	0.612	Significant	
employees productivity (y)	6188	87623			

Level of significance 0.05, df= 142-2, critical r-value 0.098

The data in Table 2 indicates that the calculated r-value is 0.612, while the critical r-value is 0.098. Since the calculated r-value is greater than the critical r-value, the null hypothesis is rejected. This implies that there is a significant relationship between organisational goals and employee productivity.

Null Hypothesis 3

There is no significant relationship between Job Criteria and employees productivity.

Table 3: Pearson Product Moment Correlation Analysis of the Relationship between Job Criteria and Employee Productivity in Federal Polytechnic, Ukana.

Variable	$\sum x$	$\sum x^2$	$\sum xy$	r-ratio
Decision				
$\sum y$ $\sum y^2$				
Job Criteria (x)	7998	87356		0.573
Significant				
75893				
employees productivity (y)	6748	81163		

Level of significance 0.05, df= 142-2, critical r-value 0.098

The data in Table 3 indicates that the calculated r-value is 0.573, while the critical r-value is 0.098. Since the calculated r-value is greater than the critical r-value, the null hypothesis is rejected. This implies that there is a significant relationship between organisational goals and employee productivity.

Conclusion

From the findings, it can be seen that organizational goals is a very important management tool when properly conducted and findings implemented, it benefits both the employees and the organization. Good appraisal system helps employees to develop themselves and improve their productivity. Where workers are well motivated, their morale will be boosted and their innovation and creativity will be at its peak. Hostility between superior and sub-ordinates is reduced. The ability of management of federal Polytechnic Ukana to appraise each staff performance based on its goals, vision and mission plans facilitate the attainment of the desired goals and greater employee productivity. Staff work individually and collectively hard to ensure that the organisational goas and objectives are realised.

Recommendations

Based on the study’s findings and conclusions, the researcher finds it necessary to give the following useful recommendations.

1. Employees should be made to understand the basis on which their performance are being measured or evaluated. This can be achieved by the use of job descriptions which stipulates employee’s job requirements. Alternatively, involving employee’s in setting goals or targets at the beginning of the year keep the employees in focus of what is expected of them. This can help them do self-evaluation and identify their own weakness and strengths themselves.
2. Management of Federal Polytechnic Ukana should design and implement remunerations, incentives and welfare scheme that are inconsonance with other Federal Polytechnics nationwide and in realities with the cost-of-living index or standard in order to motivate employee to perform better.
3. Institutional plans should be communicated to staff and forum should be given to them to contribute towards attainment of the plans
4. Management of the institution should integrate individual and corporate objectives in order to achieve better employee performance and high productivity in the institution.
5. Management of the institution should place emphasis on training, retaining and development of staff. This is because training is an antidote for better employee performance and productivity.
6. Management should create a forum free from tension where workers can freely express their views or ask questions on issues that affect them.
7. Standard procedures should be put in place for fair appraisal of employees.
8. Management should provide employees with adequate working tools, resources and environment in order to enhance greater productivity.

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