

**THE EFFECTIVENESS OF PERFORMANCE APPRAISAL IN
A PUBLIC SECTOR ORGANIZATION
(A CASE STUDY OF NIGERIA TELEVISION AUTHORITY)**

BY

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**BEING A RESEARCH PROJECT SUBMITTED TO THE
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CERTIFICATION

This is to certify that this research work is been approved as meeting the award of Higher National Diploma in Public Administration, Institute of Finance and Management Studies, Kwara State Polytechnic, Ilorin, Kwara State.

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DEDICATION

This project is dedicated to Almighty Allah, the creator of all creatures, who not only created me by but also showed me the path to the perfect religion of peace. Also, to my beloved parents Mr. and Mrs. Adeniran.

ACKNOWLEDGEMENT

All praise due honor, glorification and adoration belong Almighty God who has always been my shield and shelter during the prevailing storm of life, and when charm of fear and menaces of frustration gather to frustrate my effort he turns my dream into reality and provide me with divine wisdom, knowledge and understanding during my course of study.

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TABLE OF CONTENT

Title Page	i
Certification	ii
Dedication	iii
Acknowledgement	iv
Table of Content	v
CHAPTER ONE	
1.0 General Introduction	1
1.1 Introduction	1
1.2 Statement of the problem	2
1.3 Purpose objectives of the study	2
1.4 Significance of the study	3
1.5 Scope and limited of the study	4
1.6 Organization of the study plan of the study synopsis of each chapter	4
1.7 Definition of terms	5
References	7

CHAPTER TWO

2.0	Literature reviews	8
2.1	Introduction	8
2.2	Theoretical Frame Work	9
2.3	Current trends in thinking	12
2.4	Summary of the chapter	13
	References	14

CHAPTER THREE

3.0	Research methodology	15
3.1	Introduction	15
3.2	Sample and population of the study	15
3.3	Source of data/data collection instruments	16
3.4	Method of data analysis	17
3.5	Research problems	17

CHAPTER FOUR

4.0	Data presentation Analysis and Interpretation	19
4.1	Introduction	20
4.2	Brief history of the study	20
4.3	Presentation of data	21

4.4	Analysis of data	21
4.5	Testing of hypothesis	28
4.6	Summary of the chapter	29
	References	30

CHAPTER FIVE

5.0	Summary, Conclusions and Recommendations	31
5.1	Summary of findings	31
5.2	Recommendation	32
5.3	Conclusions	33
	Bibliography	34

CHAPTER ONE

1.0 GENERAL INTRODUCTION

In 1920_s during the colonial era, the Oba was powerful entity, the appoints his colonial chief and as a result he was highly represented, even as a second to gods, but in 1952 during the era of Tafabalewa was the political leader, reduce the power of the Oba_s to a particular extent and he was as well introduce chief and council and not chief colonial this time around.

Tafabalewa therefore appointed the Oba_s chairman since then the local government came to existence with their arm political power to perform.

Outsiders were appointed as the supervisor, super intending over the various departments in the local government such as works, Agric, Health and Education.

The office of secretary of the local government becomes a political appointment in this regards; therefore, the chairman can be among the executive arm of the local of government because he was the one that appointed them to power.

1.1 INTRODUCTION

The success of any organization company that aspire to grow and wishes to continue 'In existence most of necessity be geared towards building it corporate

image through good employee appraisal system. Corporate image in this regards computes an ideal or mental picture ideas of concept of what which is held and uphold by public and which will bring positive result to an organization of company and improves its status and image.

Public corporation refers to the government enterprises are not yet able to attain the expectation goals and objective of the organization objectives the contribution of each and every employee within the organization towards achieving a goals and objectives.

1.2 STATEMENT OF PROBLEMS

The research study will look into human resource utilization problem of N.T.A Ilorin through performance appraisal system.

Appraisal system is used by the management to identify the organization problem and to know who require training promotion discipline motivation as well as achievement of organization goals and appropriate reward of employee.

1.3 OBJECTIVES OF THE STUDY

This study is designed to examine performance appraisal system in N.T.A Ilorin the following are major aims and objective of the study.

- i. To assessment the performance appraisal method or technologies.
- ii. To give a critical analysis of man power development.

- iii. To discuss the appropriate procedure in supervising both in experience staff and atlantes in the organization.
- iv. To access the implementation of employee appraisal system and man power development of employee policies in N.T.A Ilorin.
- v. To review the performance and achievement of the organization with man power planning assessment.
- vi. To know the historical background of the case study.

1.4 SIGNIFICANCE OF THE STUDY

This present study shall endeavors to show the relevant of appraisal system towards achieving high productivity, of corporation also to proof the properly carried out performance appraisal system will be advantages to both organization and employees.

The enable the organization measure the degree of attainment of its objective by measuring individual job performance as a result of which self backs will be discovered and consequently, necessary corrective measure taking by N.T.A Ilorin to access their workers performance those that require training and promotion for designed rewards.

The study will contribute to the body of existing knowledge.

1.5 SCOPE AND LIMITATION OF THE STUDY

The area of performance by which researchers is concerned about include the performance appraisal technologies being used by the organization the purpose and benefit to perform appraisal and how N.T.A Ilorin reward desire behaviour more so, to study the kinds of relationship between the supervisor and appraisal the implication towards development of the organization further more the problem needs to be will in beatified and defend for accurate solution in kind of research study.

Limitation: Despite the fact that performance appraisal is a medium that encourage consistency between behavior and objective of organization the study shall be limited to the evaluation or staff performance alone within the N.T.A Ilorin as a public corporation due to financial material and time constant.

1.6 ORGANAIZATION OF THE STUDY/ PLAN OF THE STUDY/ SYNOPSIS OF EACH CHAPTER

The project work is however divided into five chapters the first chapter of the project emphasis on general introduction or background of the study, the second chapter deals with the literature, review, the third on the research method or methodology while chapter four base on the presentation of data analysis and

finding and the fifth chapter comprises of the summary, conclusion and the recommendation.

1.7 DEFINITION OF TERM ON OPERATION TERMS.

Performance appraisal is accordance with the encyclopedic, or management performance appraisal was define as the process of evaluating.

i. MAN POWER PLANNING

This can be define as a continues process during promotion survival and development stages of growth of a business enterprises.

ii. MOTIVATION

Is the act of stimulation someone of oneself to get a desire reaction.

iii. HUMAN RESOURCES

This refers to all activities involve in acquiring maintenance and development and organization human resources.

iv. ADVERTISEMENT MEDIA

The various form of communication through which advertising reached its audience. According to John Udeh (1990)

v. RECRUITMENT

It means to hire and engage the service of personal.

vi. MANAGEMENT

It can be define as the organization and mobilization of all material resources in a particular system for the achievement of an identified objectives in that system.

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CHAPTER TWO

2.0 LITERATURE REVIEW

2.1 INTRODUCTION

Performance appraisal can be described as the person actively by means which the enterprises determine the extent to which employee is performing the job.

Therefore without a good organization planning, performance appraisal or executed in any enterprises. Moreover in an organization two appraisal system exist side by side the first one formal appraisal system and the second side informal appraisal system.

Other fundamental reason include as basis for employment decision e.g promotion, termination and transfer as criteria in research e.g test validation to aids with communication e.g allowing employees o know how they are doing and organization expectation to establish personal objective for training programs for transmission of object feedback, personal development as a means of documentation to aid in keeping track of decision and legal requirement and wage and salary administration.

Performance appraisal is often include in performance management systems also help the subordinate answer two key question the first question.

1. What are your expectation to me.
2. How am I doing to meet your expectation

A central reason for the utilization of performance appraisal is performance improvement (initially at the level of the individual employee and ultimately at the level of the organization).

Performance management systems are employee to manage and align all of an organization's resource in order to achieved highest possible performance.

2.2 THEORETICAL FRAME WORK

In the history of performance appraisal will efficient of research work being carried by hotter university it was stated from the perspective of appraisal practice in the united state one simply direct and easily summarized the most frequency used techniques according to a BNA study in appraisal manage include essay, graphic, rotting seals checklist ranking, person to perform critical incident M.B.O system assessment central e.t.c. hence they will be analyzed on the other.

1. ESSAY METHOD OF APPRAISAL

Refers to the system required on sheet of paper the evaluation is asked to desire the strength and weak aspects of the employees behaviour.

An enterprise may ask the supervisor to appraise the overall performance as marginal, competent or excellent and then to compose of narrative explanation of his rating.

2. GRAPHIC RATING SCALE OR GRADING

This technique measures two major areas of employee work characteristics.

- A. The employee's contribution to an organization such as quality and volume of work done. Hence the evaluation is presented with a graphic such as shown below.
- B. The basic work features include knowledge, initiative, dependability, leadership, loyalty, etc.

NAME DEPARTMENT DATE

Quality of work: outstanding, good, satisfactory, fair, unsatisfactory.

1. Volume of acceptance work: normal, condition, comments.
2. Through neatness and accuracy: outwork, comments.
3. Knowledge of job: deep understanding of the facts or factors pertinent to the job, comments, etc. in the William F. Glueck.

PRODUCTION OF PERSONAL BUSINESS PUBLICATION U.S.A 1979

From the above illustration employee performance is then compared with these grade definition and the personal locates to the grade which best described one performance (IV) checklist is set of objective or believers that the employees possess a track listed the rage. Check the items if not checklist and force choice method the characteristics meekness of the instrument use in appraisal performance of the employee.

In Nigeria public service have bear noticed more impatient, it is argued that this instrument attempts to measure to personality of employee not in is performance pause this maces the like between individual and organization performance include in order to correct this it is suggested that individual performance should be measured by using job achievement target set in term out of term cast quantity and quality.

Finally it is also possible to release the problem of organization through exercise of appraisal scheme recently it was reported that public enterprise in Nigeria owe one another and other agencies including institution, a total of #1.3 trillion out of 342 billion was owned by other agencies to public corporation the top of the list are PHCN, NEPA, NITEL, essential.

2.3 CURRENT TREND IN THINKING

This first television service in Nigeria started in 1959 (W N T U) i.e Western Nigeria Television the ideal or regionally owned broadcasting station (radio and television) was concerned as early as 1959 other broadcasting organization in federation are VIZ Nigeria broadcasting corporation Lagos established on 1st April 1957 and Nigeria Radio vision established on 1960 and which finally northern around 1960 by 1972 when N.T.A was inaugurated there were television station in Nigeria in December 1972 the number had risen to nineteen one in every state capital (except Ikeja, the capital of Lagos state).

N.T.A Ilorin (Kwara State) started first test transmission on August 23rd 1977 from Lagos through domestic satellite commenced against on October 1st 1977, beside federal secretariat Ilorin, Kwara State.

The station had for transmitting station and four links or relay station through which it was able to transmit to Kwara State, part of Nigeria, Oyo, Osun, Ondo, Ekiti, Kogi State. The station has had for substantive since its inception 1977.

The good that N.T.A Ilorin seek to achieve are synonyms with cooperative objective of television broadcasting in the country television as a state sales to enrich the life of the Nigeria by influencing his social, economic, political technology views N.T.A Ilorin the following under listed objective in fulfilling its mission of the people.

1. Dissemination of information on social activities and to provide new and useful information to the people.
2. Providing education programmes to the listeners.
3. Provision of entertaining programmes.
4. Contribution to the development of National activities.
5. Encourage and executive cultural awareness.
6. To enhance a united strong and vivid nation by constructing access road through and breath of land as lay foundation of six burglary for its staff quata, work recording village also on the land.

However the G.M is the only one that has grade of the organization followed by other sub-manager of grade fourteen going in a sequence up till grade six level for junior workers (staff they normally assemble in afternoon to put their materials together for the day new belletin). It is only weekends and public holidays that they work programmes to start in morning time.

2.4 SUMMARY OF THE CHAPTER

The chapter summarized the study in order to show or view the literature review.

Hence the chapter explains goods organization planning performance appraisal system it also explain the principle on which the topic is based n further once it.

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CHAPTER THREE

3.0 RESEARCH METHODOLOGY

3.1 INTRODUCTION

In the courses of research, the researchers adopted both historical and descriptive method.

Historical method involves the narration or description as well as interpretation of past events. It let the researchers have a clear picture of the present based on past.

Descriptive method is an approach thing the way they are:

It can be also used by the researcher to identify problems and effort made to solve such problems which culminate into decision making.

3.2 SAMPLE AND POPULATION OF THE STUDY

Random sampling method was administered because the population is homogenous and such any could suffix and the situation sample.

It is being structurally stated that there are six department under the cooperative therefore so member are randomly being used to make the selection as to eliminate personal in the choice of sample and make sure that everyone of the ticket has an ebullience of being selected without bras. However information from

everyone in a population because Nigeria Television Authority has large population of member of staff that appreciates the value of research finding.

Hence out of the large population of the six department in Nigeria ninety members were randomly selected as suitable as largest the sample is limited to random.

Procedure an estimate of the population total is easily a procedure and members of the organization staff were able to skill the questionnaire with sample size collection.

3.3 SOURCE OF DATA AND DATA COLLECTION INSTRUMENT

Both primary and secondary of data was adopted for the researcher work the primary source was the instrument used in obtaining information (Nigeria Television Authority) the researcher also with the used of personal interview also make visitation to the case study whereby studies the activities and process that take in the case study this was done in order for the member of the organization time to be able to full the questionnaire with the sample size collection.

The researcher using secondary source for obtaining information also collected data from other source of life.

- The use of text books.
- The use of news paper.

- The use of journal.
- The use of magazine of manual of the case study.
- The use of report and minute of meeting.

3.4 METHOD OF DATA ANALYSIS

A scientific method of data analysis is being used to interpret the data collected from the field that is percentage and table are used appropriately to interoperate present and analysis and interrelationship of data to be information and presentable.

3.5 RESEARCH PROBLEMS

In the case study all the problem encountered can be described as with dimensional because various instruments were used to source for the data and information.

Some questionnaire was wrongly filled and there were some respondents error because organization finds it different to discussion all data method for the researcher work. Lack of fund and sponsorship is another factor because have to do the photocopy to some material finance the transportation o Nigeria Television Authority Ilorin for detailed research information and observation for the field.

Time is another factor: research works required much time that is visiting the case study also do have choice I for terrace stressing for myself by undergoing the pairs of writing the projects work is another problem being encountered in the study.

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CHAPTER FOUR

4.0 DATA PRESENTATION ANALYSIS AND INTERPRETATION OF FINDING

4.1 INTRODUCTION

This is where to analyze the questionnaire administered for data collection in the study of staff performance appraisal system in N.T.A Ilorin.

The aims of this is to make the interpretation of the analysis of the data collection from the field in for motive and treating the formulated hypothesis with a view to determine the validity.

4.2 BRIEF HISTORY OF THE CASE STUDY OF NIGERIA TELEVISION AUTHORITY ILORIN.

The first television broadcasting services in Nigeria started in 1959 (W.N.T.U) i.e western Nigeria television the idea of the regional owned broadcasting station/ organization federation is VIZ.

Nigeria broadcasting corporation television services was emerged in 1962 Eastern Nigeria radio vision established in 1960 and finally Northern Nigeria broadcasting corporation also started operation of a radio television around 1960 N.T.A Ilorin started first test transmission on 23rd 1977 from Lagos through

cosmetic satellite communication system. Dose before it want of the year (1977) the station was located along fate beside federal secretariat Ilorin.

4.3 PRESENTATION OF DATA

Ninety questionnaire where administered by the research but only was properly filled rationed therefore the analysis was based on the rationed one having due with the collection of data from the field it is expedient between performance appraisal and organizational development and growth for a more acceptable proportion.

4.4 ANALYSIS OF DATA

Percentage and table are used appropriately to present and analyze the retrieved data.

The following are the various octane and analysis of the field study results (see appendix for the questionnaire).

In all, a total of ninety questionnaire were administered to different categories of employees who are randomly selected so as to obtain accurate and reliable data out of which seventy workers obtained their questionnaire. Twelve were eliminated for incomplete and among following, therefore by workers constituted the data base for this analysis table is presented in percentage so as to make the analysis and interrelationship of data information.

TABLE 1: This shows the distribution of questionnaire by sex in N.T.A Ilorin.

SEX	RESPONDENTS	PERCENTAGE
MALE	44	70.96%
FEMALE	18	29.04%
TOTAL	62	100%

Source: Researcher's Field Survey, 2024.

From the table above, researcher realize that 44 respondent representing 70.96% out of 62 respondent male which the 18 (29.04%) respondent are female as a result of this it has been female respondent, therefore this shows that male staff are employed than female staff in this corporation.

TABLE 2: AGE distribution of questionnaire sex in data Ilorin.

SEX	RESPONDENTS	PERCENTAGE
BELOW- 30YEARS	28	45.16%
Below-30-40YEARS	16	25.8%
ABOVE-40YEARS	18	29.03%
TOTAL	62	100%

Source: Researcher's Field Survey, 2024.

The table above shows that 45.16% are below 30years, 25.8% are between 30-40years, while 29.03% above 40years.

TABLE 3: To show the distribution of questionnaire data collection by questionnaires.

AGE	RESPONDENTS	PERCENTAGE
QUALIFICATION	2	32.26%
SSCE	26	41.93%
BA/BUSS/HND	22	35.48%
PROFESSIONAL	62	100%
TOTAL	62	100%

Source: Researcher's Field Survey, 2024.

Interpretation show that only 2 respondents representing 32.26% are school certification holder qualification, while 22 (35.482%) respondent out of 62 respondent majority of the employed have higher from qualification N.T.A Ilorin, but some skill need to prove.

TABLE 4: To show the distribution of questionnaires data collection by questionnaires.

AGE	RESPONDENTS	PERCENTAGE
YES	54	87.1%
NO	8	12.9%
TOTAL	62	100%

Source: Researcher's Field Survey, 2024.

TABLE 5: Have you ever been promoted?

OPINION	RESPONDENTS	PERCENTAGE
YES	46	74.19%
NO	16	25%
TOTAL	62	100%

Source: Researcher's Field Survey, 2024.

Interpretation of table 5 above show that 74.18% are yes, While the rest are for no respondents.

TABLE 6: Why do you think you should be promoted

OPINION	RESPONDENTS	PERCENTAGE
AVAILABLE OF VALENTY	2	3.23%
EXPERIENCE HARD	20	32.26%
HARD WORK	28	61.29%
OTHER WERE PROMOTED	2	3.232%
TOTAL	62	100%

Source: Researcher's Field Survey, 2024.

Interpretation table shows that available entry is more than the remaining entry.

TABLE 7: Were you a neared of the assessment?

OPINION	RESPONDENT	PERCENTAGE
YES	52	53.87%
NO	10	16.13%
TOTAL	62	100%

Source: Researcher's Field Survey, 2024.

Interpretation of table show 52 respondents said yes, While remaining 10 is for no respondent.

TABLE 8: What purpose do you want the assessment?

OPINION	RESPONDENT	PERCENTAGE
Promotion	36	38.66%
Pass Increase	4	6.45%
TOTAL	62	100%

Source: Researcher's Field Survey, 2024.

Interpretation of the table 8 shows that the 38.66% are promotion and 35.48% are still on training, while 6.45% pass and increase.

TABLE 9: What purpose do you want the assessment?

OPINION	RESPONDENT	PERCENTAGE
Job performance	26	41.94%
Human relation capacity	2	3.23%
Your production	8	12.9%
Your effectiveness	26	4.94%
Total	62	100%

Source: Researcher's Field Survey, 2024.

TABLE 10: Interpretation of the table shows that the student that's has good are more than the rest.

OPINION	RESPONDENT	PERCENTAGE
EXCELLENT	2	3.23%
GOOD	50	80.65%
FAIR	10	16.13%
POOR	0	0.0%
TOTAL	62	100%

Source: Researcher's Field Survey, 2024.

TABLE 11: How do you like to assess your boss?

OPTION	RESPONDENT	PERCENTAGE
Your boss	54	87.1%
You and your co	6	9.68%
Your co. and winked	2	3.25%
TOTAL	62	100%

Source: Researcher's Field Survey, 2024.

TABLE 12: Has performance appraisal served its expected purpose in your organization.

OPINION	RESPONDENT	PERCENTAGE
Yes	30	48.66%
No	32	51.6%
TOTAL	62	100%

Source: Researcher's Field Survey, 2024.

From the foregoing findings generally the researcher realized the staff performance appraisal has not achieve its expect goals in N.T.A Ilorin the result is used as produce for promotion and training most importantly in this particular cooperation. In term of management the positive response of the respondent has posed to see never reached the opinion level of management growth of a standard organization N.T.A Ilorin. Promoting its staff is based on experience and hard work.

The only rectification note by the researcher here is take this sure of qualification importantly in promotion and pay increase of the staff in N.T.A Ilorin. Eventually, from the researcher appraisal scheme is imputative in any organization both private and public cooperation in order to improve productivity capacity of employee.

4.5 TESTING OF HYPOTHESIS

Here then statistical tools used was correlation analysis the correlation gives way of measuring the strength of the correlation between two variables.

The variable can be depend or independent variables. However, the effective of performance appraisal in public sector organization and it must to bring positive result and change to organization.

The result that out two hundred and ten respondents to question asked, one twenty eight representing 450.9% agree that it does while eight one (81) representing 266% said not.

This confirms that correlation coefficient is much large to determined the sand.

4.6 SUMMARY OF THE CHAPTER

This chapter discuss summaries the presentation analysis and interpretation of while finding in which the data is presented in table and analysis in percentage for easy and sample understanding scheme is more important to N.T.A Ilorin as a public sector, all the findings point to the direction of the effectiveness of performance appraisal in organization development which is hypostatic the achievement of every organization goals.

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CHAPTER FIVE

SUMMARY, RECOMMENDATION AND CONCLUSION

5.1 SUMMARY OF FINDINGS

This chapter summarizes the order to show the findings with recommendations and conclusion to clarified problem.

In any organization whether public or private conflict as been seen as inherent or inheritable since dominant aim of performance appraisal is not strive to achieve the objectives while the employees main aims is to secure and maintain the highest level of with the best condition or services for themselves.

Also, there are many school of thought on conflict which make the scholars perceived.

The interactions seen performance appraisal is advantage to the achievement of organization goals while traditionalist see performance appraisal to be organizational objective however, masses believe that conflict is a mass struggle between those who own and control the means of production and those who don't.

Furthermore, it could be between the government and the management or between the government and the or between management and the student.

This is usually occurring as a result of miss-interaction and misunderstanding parties involves.

Moreover, towards the end of these chapters the general of the whole finding were presented in tables and analyses in percentage for easy and sample understanding of the readers.

5.2 RECOMMENDATIONS

It has been realized that the management of N.T.A Ilorin needs its independent in policy making of the organization Management of N.T.A Ilorin should endeavor to provide satisfactory salary scales for there workers the federal government needs to give meaningful increase to the grants given meaningful increase to the grants given to the cooperation in order to cease the financial loan N.T.A Ilorin notwithstanding, proper regards for the right and feelings of employee therefore will enable them to tender their job in a best way.

Finally, if the above recommendation are adequately implemented or exercise the performance of the employee of N.T.A Ilorin would tremendously improve and this would definitely lead to better accomplishment of overall organizational objectives.

5.3 CONCLUSIONS

The results of findings show that the employees were fully allowed participating in decision making policy. In addition this criterion is need by N.T.A Ilorin for promoting the staff which base or hard work and working experience which is based on the employee who is industrial in the organization.

Hence from the above explanation it is very clear that decision making process to terminal as a centralizes decision making system. Therefore it has been realizes that popular participation of staff in decision making of N.T.A Ilorin may definitely improve the general activities of the cooperation.

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