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EFFECT OF EMPLOYEES' PERFORMANCE EVALUATION ON THE PRODUCTIVITY OF TARABA STATE TRANSPORT CORPORATION (TSTC), JALINGO, TARABA STATE

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Abstract

This study investigates the effect of employees' performance evaluation strategies on the productivity of Taraba State Transport Corporation (TSTC), Jalingo. Specifically, it examines the effects of evaluation methods, feedback mechanisms, and rewards and consequences on employee productivity. The study adopts a descriptive survey research design, targeting a population of 455 staff across key departments in TSTC. A sample of 210 respondents was selected using stratified random sampling with proportional allocation, guided by the Krejcie and Morgan sample size table. Data were collected through structured questionnaires based on a four-point Likert scale and analysed using SPSS version 27. Descriptive statistics and multiple linear regression analysis were employed. The results indicate that evaluation methods, feedback mechanisms, and rewards and consequences each have positive and statistically significant relationships with employee productivity. Rewards and consequences had the largest standardized coefficient, followed by evaluation methods and feedback mechanisms. The model explained 63% of the variance in employee productivity ($R^2 = 0.63$; Adjusted $R^2 = 0.62$). The study concludes that effective performance evaluation practices are associated with improved employee productivity. It recommends the adoption of standardized appraisal tools, regular feedback systems, and performance-linked reward policies to strengthen productivity in public-sector organizations.

Keywords: Evaluation Methods, Feedback Mechanisms, Rewards and Consequences, Employee Productivity

1.0 INTRODUCTION

1.1 Background to the Study

The assessment of employee performance at the workplace has become an integral part of Human Resource Management (HRM), with the objective of improving the efficiency and effectiveness of human resources. It involves a systematic process of evaluating employees' job performance, identifying performance gaps, and making decisions regarding promotion, training, development, and career progression (Vuong & Nguyen, 2022). A well-designed performance evaluation system can improve organizational effectiveness by clarifying expectations and creating an atmosphere of continuous improvement and feedback (Rajapakshe, 2024). Conversely, inadequate feedback and ineffective evaluation may contribute to job dissatisfaction and low motivation (Opoku et al., 2024). Performance evaluation also serves as a foundation for aligning individual performance with broader organizational objectives. By applying consistent and transparent appraisal methods, organizations can build trust, improve communication, and strengthen workforce accountability (Opoku et al., 2024). When employees perceive an evaluation system as fair and constructive, they are more likely to accept feedback and commit to improving their performance (Tran, 2022).

Among others, the dimensions adopted for this study are evaluation methods (Sivesan, 2023; Dike et al., 2021), feedback mechanisms (Kihama & Wainaina, 2019; Stansfield & Longenecker, 2023), and rewards and

consequences (Rahadi et al., 2025; Notmayanti et al., 2024). Evaluation methods refer to the specific tools and techniques used to assess employee performance, including rating scales, behavioural checklists, and 360-degree feedback. Such methods should be appropriate to the organizational context and sufficiently reliable to support credible assessments (Ahmed et al., 2018). Feedback mechanisms encompass the communication processes through which evaluation results are conveyed to employees; these processes should be clear, timely, and constructive to support learning and development (Babalola & Aigbavboa, 2022). Rewards and consequences relate to actions taken on the basis of evaluation outcomes, such as promotions, incentives, training opportunities, recognition, warnings, or other disciplinary measures. Their fairness and consistency are important for reinforcing performance standards and employee motivation (Suleiman & Oluwaseun, 2024).

Productivity remains a fundamental measure of organizational success, representing how efficiently resources, especially human capital, are utilized to achieve desired outcomes (Gerhart & Feng, 2021). High productivity is associated with increased output, improved service delivery, and more effective use of organizational resources (Jibir et al., 2023). In a public transport organization, productivity is particularly relevant because employee activities are connected to the effective use of vehicles, staff time, maintenance resources, passenger services, and other organizational inputs. Furthermore, productivity is influenced not only by the quantity of output but also by the quality and consistency of employee performance. Organizations that effectively monitor and develop employee performance through appropriate evaluation mechanisms may experience better operational efficiency, reduced errors, and improved service delivery (Ezechi et al., 2025). Addressing productivity challenges therefore requires continuous assessment and management of employee contributions to ensure alignment with organizational priorities (Adriyanto, 2023).

The Taraba State Transport Corporation (TSTC), Jalingo, provides an appropriate organizational context for examining this relationship because its activities depend on the coordinated performance of employees across operations, administration, maintenance, and customer service. The study population records obtained from the TSTC Human Resource Unit in 2025 indicate that the corporation had 455 staff distributed across these departments, comprising 300 employees in Operations, 85 in Administration, 45 in Maintenance, and 25 in Customer Service. However, the available organizational information used for this study establishes the size and departmental composition of the workforce; it does not, by itself, establish that TSTC has low productivity or that its performance evaluation practices are ineffective.

Accordingly, claims about poor appraisal practices or low productivity at TSTC should not be treated as established facts without organization-specific evidence. Rather, the concern addressed by this study is an empirical one: whether the evaluation methods used, the mechanisms through which performance feedback is communicated, and the rewards and consequences associated with evaluation outcomes are related to employee productivity within TSTC. Existing studies have reported relationships between performance appraisal practices and employee outcomes in other organizations and locations (Dike et al., 2021; Kihama & Wainaina, 2019; Notmayanti et al., 2024). However, such evidence does not provide direct empirical evidence about TSTC employees in Jalingo. Therefore, the contribution of this study is not based solely on filling a geographical gap. It provides organization-specific evidence on the relationship between three identifiable dimensions of employee performance evaluation—evaluation methods, feedback mechanisms, and rewards and consequences—and employee productivity in a public transport corporation.

1.2 Research Problem

Performance evaluation is widely regarded as a strategic human resource management tool for improving employee and organizational performance. In Nigerian public transport corporations, however, concerns persist about the design and implementation of appraisal systems: standards may be unclear, feedback may be untimely or insufficiently constructive, and links between appraisal outcomes and rewards, sanctions, or development opportunities may be weak or inconsistently applied (Chidinma et al., 2024; Ayawel & Amah, 2024). Such weaknesses may affect employee commitment, accountability, and operational efficiency, but their relationship with productivity in specific transport corporations has not been conclusively established. In Taraba State Transport Corporation (TSTC), Jalingo, it is unclear whether evaluation methods, feedback mechanisms, and rewards and consequences are perceived as effective and whether they relate to employee productivity. Previous studies, such as Okeke (2020) in South-East Nigeria and Nwokocha (2022) in South-South Nigeria, have examined performance evaluation in Nigerian transport corporations, but they do not address the North-East/TSTC context or establish the relative influence of these evaluation dimensions on productivity at TSTC.

This study therefore examines the effect of employees' performance evaluation strategies on the productivity of TSTC, Jalingo, treating the relationship as an empirical question to be tested rather than a presumed cause.

1.3 Research Objectives

The major objective of this study is to empirically examine the effect of employees' performance evaluation on the productivity of Taraba State Transport Corporation (TSTC), Jalingo. Specifically, the study aims to determine the:

i. Effect of evaluation methods on the productivity of Taraba State Transport Corporation, Jalingo.
ii. Effect of feedback mechanisms on the productivity of Taraba State Transport Corporation, Jalingo.
iii. Effect of rewards and consequences on the productivity of Taraba State Transport Corporation, Jalingo.

1.4 Research Questions

The study raised the following research questions:

i. To what extent do evaluation methods affect the productivity of Taraba State Transport Corporation, Jalingo?
ii. To what extent do feedback mechanisms affect the productivity of Taraba State Transport Corporation, Jalingo?
iii. To what extent do rewards and consequences affect the productivity of Taraba State Transport Corporation, Jalingo?

1.5 Research Hypotheses

The following null hypotheses were tested:

H01: Evaluation methods do not significantly affect the productivity of Taraba State Transport Corporation, Jalingo.

H02: Feedback mechanisms do not significantly affect the productivity of Taraba State Transport Corporation, Jalingo.

H03: Rewards and consequences do not significantly affect the productivity of Taraba State Transport Corporation, Jalingo.

1.6 Significance of the Study

This research contributes to the literature on the relationship between performance evaluation and productivity within the public transport sector. It will be of interest to scholars, human resource professionals, transport-sector managers, public transport administrators, and public-sector policymakers. The management of Taraba State Transport Corporation (TSTC) may use the findings to strengthen performance evaluation practices and improve employee productivity and service delivery. The findings may also provide evidence for policymakers and administrators seeking to design employee performance assessment systems that are aligned with organizational productivity objectives.

1.7 Scope of the Study

This study focuses on employees' performance evaluation and productivity within Taraba State Transport Corporation (TSTC), Jalingo. The study examines three dimensions of performance evaluation: evaluation methods, feedback mechanisms, and rewards and consequences. Other determinants of productivity are outside the scope of the study. The study covers TSTC employees in the selected departments and adopts a cross-sectional survey design using a structured questionnaire. Multiple linear regression is used to examine the effect of the three independent variables on employee productivity.

1.8 Limitations of the Study

Confidentiality concerns may make some respondents hesitant to provide information. The study is also limited to TSTC in Jalingo, which may restrict the generalizability of the findings to other transport organizations or locations. In addition, changes in organizational policies and economic conditions may influence employee productivity during the period of the study. The study also examines only three dimensions of performance evaluation and therefore does not cover all possible factors that may influence productivity.

2.1 Conceptual Review

2.1 Conceptual Review

2.1.1 Performance Appraisal and Performance Management

Performance appraisal is a formal, periodic assessment activity used to evaluate employee performance against established standards. Esegine et al. (2024) describe employees' performance evaluation as the organizational process of measuring how well employees perform their assigned duties. DiPaola and Wagner (2018) suggest that evaluation systems can promote accountability and provide a basis for management decisions concerning employee training, promotion, and discipline. Performance management, by contrast, is broader: it includes performance planning, continuous monitoring, feedback, development, appraisal, and the administrative or motivational responses attached to performance outcomes. Ozigi and Onyeukwu (2022) indicate that fair performance appraisal practices are associated with employee performance.

This study is located within the performance management framework. Its three predictors represent appraisal-related dimensions of performance management: evaluation method (the assessment technique), feedback mechanism (communication of appraisal results and expectations), and rewards and consequences (organisational responses linked to appraisal outcomes). The study does not measure the entire performance management cycle, such as strategic planning, continuous coaching, or long-term career development systems.

2.1.2 Evaluation Method

An evaluation method refers to the formal system or technique used to assess the output, behaviour, and contribution of individuals within an organization. Common methods include Management by Objectives (MBO), Behaviourally Anchored Rating Scales (BARS), the critical incident technique, and 360-degree feedback (Purnomo & Irawan, 2021). Conceptually, evaluation method is bounded to the assessment technique itself. It excludes how results are communicated and how rewards or sanctions are attached to results. Selecting an appropriate evaluation method is important for the credibility and usefulness of a performance appraisal system.

Effective evaluation results can help organizations identify performance gaps, set goals, and develop improvement plans for employees (Ahmed et al., 2018; Rajapakshe, 2024). In this study, evaluation method is treated as an appraisal-related dimension of performance management, not as a synonym for performance management as a whole. Its conceptual dimensions include clarity, appropriateness, objectivity, standardisation, use of multiple sources, and goal-based assessment.

2.1.3 Feedback Mechanism

A feedback mechanism is the system organizations use to communicate performance evaluation results to employees. It enables employees to identify their strengths and weaknesses and understand the performance expectations set for their roles. For feedback to support improvement, it should be clear, timely, specific, and constructive and should be linked to appraisal results (Bagobiri et al., 2023). Conceptually, feedback is bounded to the communication process. It excludes the appraisal tool itself and the rewards or sanctions that may follow appraisal.

Feedback also functions as a communication mechanism between supervisors and employees by clarifying job expectations and supporting behavioural improvement. Regular performance feedback can therefore contribute to employee learning and performance improvement (Poon, 2023). In this study, feedback mechanism is treated as a communication dimension of performance management, with conceptual dimensions including timeliness, clarity, specificity, constructiveness, and regularity.

2.1.4 Organizational Rewards and Consequences

Rewards and consequences are organizational responses to employee performance evaluation outcomes. Rewards may include salary increases, bonuses, promotions, recognition, and development opportunities, while consequences may include warnings, demotions, or other disciplinary measures (Aminy et al., 2022). Conceptually, this construct is bounded to the responses attached to appraisal outcomes. It excludes the appraisal method and the feedback process.

Rewards and consequences can influence employee motivation when employees perceive the system as fair and consistently applied. Ngwa et al. (2019) found that reward systems can support employee performance, while Zainudin and Othman (2024) emphasize the importance of aligning performance management with accountability in public-sector organizations. In this

study, rewards and consequences are treated as a motivational and administrative dimension of performance management, with conceptual dimensions including fairness, consistency, performance-linkage, timeliness, and motivational value.

2.1.5 TSTC Productivity

Productivity refers to the relationship between an organization's or employee's output and the inputs used to produce that output. In a transport corporation, productivity may involve timely performance of duties, quality of service delivery, efficient use of financial and material resources, and effective management of vehicles and human resources (Argiyantari et al., 2022).

Conceptually, productivity in this study is bounded to employee-level perceived productivity in TSTC. It does not measure organizational financial performance or macroeconomic productivity.

In transport services, productivity can be reflected in effective resource utilization, service quality, customer satisfaction, and public trust. Performance evaluation may support productivity by clarifying expectations, monitoring performance, and reinforcing desired work behaviours (Vuong & Nguyen, 2022). However, whether evaluation methods, feedback mechanisms, and rewards/consequences are associated with productivity at TSTC, Jalingo, is an empirical question. In this study, employee productivity is treated as the dependent variable, with conceptual dimensions including task completion, service delivery, efficiency, quality, and customer.

Conceptual framework showing the relationship between employees' performance evaluation and productivity of Taraba State Transport Corporation

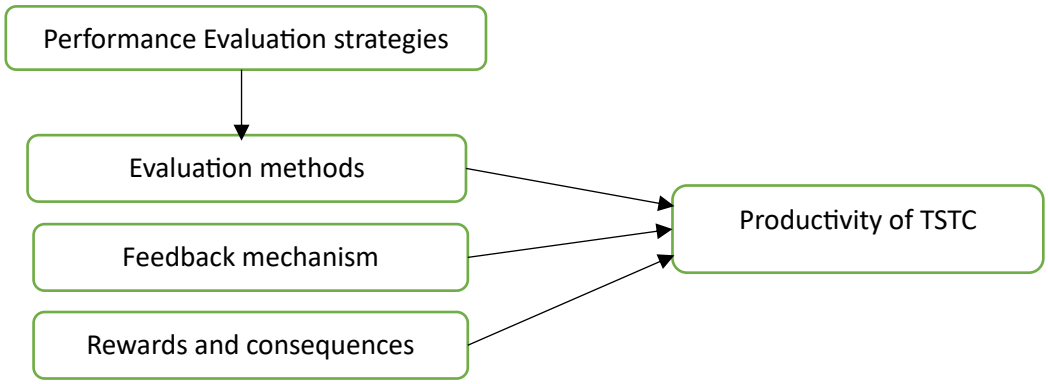

Figure 1.1: Conceptual Framework of the Study

Source: Researcher's conceptualization, 2025.

2.2 Theoretical Framework

Two theoretical perspectives inform this study: Goal-Setting Theory and Expectancy Theory. Both are used as explanatory lenses to interpret the relationship between performance evaluation and productivity. The study does not measure commitment, expectancy, instrumentality, valence, or motivation directly. Therefore, the theories help explain why the predictors may relate to productivity, but the results cannot demonstrate those psychological mechanisms.

2.2.1 Goal-Setting Theory

Goal-Setting Theory was developed by Edwin Locke in 1968 and subsequently elaborated with Gary Latham. The theory proposes that specific and challenging goals, when accepted by employees, can lead to improved performance. Locke and Latham identify goal clarity, commitment, feedback, and task complexity as important factors influencing motivation and performance (Latham & Locke, 2018). Knowing what is expected of employees, measuring performance against established standards, and providing constructive feedback make the theory relevant to employee performance evaluation.

Goal-Setting Theory is the primary lens in this study because it directly addresses the parts of the relationship

that involve standards, goal clarity, and feedback. Evaluation methods provide the standards against which performance is assessed. Feedback mechanisms communicate whether performance is meeting those standards. Together, these two predictors reflect the goal-setting principles of clarity, measurement, and constructive feedback. The theory therefore explains why evaluation methods and feedback mechanisms may relate to productivity, without claiming that goal commitment or motivation were measured in this study.

2.2.2 Expectancy Theory

Victor Vroom proposed Expectancy Theory in 1964. The theory states that employee motivation depends partly on the anticipated outcomes of their actions and consists of three related concepts: expectancy, instrumentality, and valence (George & Humphrey, 2021). Expectancy refers to the belief that effort will lead to performance; instrumentality refers to the belief that performance will lead to outcomes; and valence refers to the value attached to those outcomes.

Expectancy Theory is the secondary lens in this study because it addresses the perceived performance–reward link. Rewards and consequences are the predictor most closely aligned with this theory. The theory explains why employees may respond to evaluation when they believe that improved performance will lead to valued and fairly administered outcomes. At TSTC, employees may be more motivated to improve performance when they perceive a clear and credible relationship between performance evaluation, rewards, recognition, and appropriate consequences. However, the study does not measure expectancy, instrumentality, or valence directly, so the theory serves as an interpretive framework rather than a tested mechanism.

2.2.3 Integration of Theories

Goal-Setting Theory and Expectancy Theory address different parts of the same relationship. Goal-Setting Theory explains the standards, goal clarity, and feedback pathway: evaluation methods and feedback mechanisms provide employees with information about what is expected and how they are performing. Expectancy Theory explains the perceived performance–reward pathway: rewards and consequences provide the outcome link that may motivate employees to act on that information.

Their combination advances the argument by showing that performance evaluation is not a single mechanism. It operates through both informational and motivational pathways. The informational pathway is captured by evaluation methods and feedback mechanisms; the motivational pathway is captured by rewards and consequences. Together, the theories provide a more complete explanatory lens for interpreting how these three predictors may relate to productivity at TSTC, Jalingo, without claiming to measure the psychological processes themselves.

2.3.1 Evaluation methods and Productivity of TSTC

Sivesan (2023) studied the impact of various performance evaluation methods on job satisfaction for 50 sales promoters at HNB Assurance in Jaffna. He used descriptive statistics to analyse the data and found that the majority of respondents indicated that performance and satisfaction were at moderate levels. He also found that performance and job satisfaction were significantly and positively correlated ($r = 0.579$, $p < 0.01$) – higher performance was linked to greater job satisfaction. His findings demonstrate the importance of performance evaluations in enhancing satisfaction, and at the same time, encourage the consideration of other relevant factors, such as innovation and employee participation.

Dike et al. (2021) studied the relationship between performance appraisal methods and employee performance in selected firms in Anambra State, Nigeria. Using a survey design, the study obtained data from 237 employees in three firms and examined Management by Objectives (MBO), 360-degree feedback, and goal-setting appraisal methods using Pearson correlation analysis. The authors reported significant positive relationships between the appraisal methods and employee performance and recommended greater collaboration between supervisors and employees in goal setting to improve workplace outcomes.

Compared with the present study, neither Sivesan (2023) nor Dike et al. (2021) focused on a public transport corporation or used employee productivity as the outcome; Sivesan (2023) measured job satisfaction, and Dike et al. (2021) measured general employee performance in selected firms, whereas the present study examines evaluation methods as a predictor of employee productivity at TSTC, Jalingo, in North-East Nigeria.

2.3.2 Feedback Mechanism and Productivity of TSTC

Kihama and Wainaina (2019) analysed the impact of performance appraisal feedback on employee productivity in water and sewerage companies in

Kiambu County, Kenya. Data were obtained from 300 employees and analysed using SPSS. The study reported that performance appraisal feedback positively influenced employee productivity and recommended formalized procedures to improve the consistency of management feedback within appraisal systems.

Stansfield and Longenecker (2023) examined goal setting and feedback in a field experiment conducted in a manufacturing setting in the United States. The findings indicated that the combination of goal setting and feedback was associated with improved performance and efficiency. The study was limited by the duration of the intervention and the structure of the feedback sequence, which could have introduced expectancy effects.

Compared with the present study, Kihama and Wainaina (2019) is closest in outcome because it measured productivity, but it was conducted in a different sector and country, while Stansfield and Longenecker (2023) used an experimental design in manufacturing and tested feedback together with goal setting; the present study instead uses a cross-sectional survey in a Nigerian public transport corporation and tests feedback mechanism as a distinct predictor of employee productivity at TSTC, Jalingo.

2.3.3 Rewards and Consequences and Productivity of TSTC

Rahadi et al. (2025) investigated the relationship between rewards and punishments and employee performance, with work motivation as an intervening variable among 155 employees of PT. ABC. Using PLS-SEM, the study found positive and significant relationships between rewards and motivation and between motivation and performance. Punishment also influenced motivation and performance, although its effect on work motivation was less observable. The study highlights the role of motivational mechanisms in linking rewards and consequences to employee performance.

Notmayanti et al. (2024) examined the influence of rewards and punishments on employee performance, with work discipline as an intervening variable, among 105 employees of the East Luwu Regency Personnel and Human Resources Development Agency. Using a quantitative methodology and SmartPLS, the study found that rewards were positively and significantly related to work discipline and employee performance. Punishments did not have a direct effect on performance but significantly improved work discipline. The findings indicate the relevance of reward systems and disciplined work environments in public institutions.

Compared with the present study, both Rahadi et al. (2025) and Notmayanti et al. (2024) used intervening variables (work motivation and work discipline) and did not focus on a public transport corporation, whereas the present study tests rewards and consequences directly, without an intervening variable, as a predictor of employee productivity at TSTC, Jalingo, thereby contributing a direct, context-specific test in a Nigerian public transport setting.

3.0 Methodology

To investigate the effect of employees' performance evaluation on the productivity of Taraba State Transport Corporation (TSTC), the study adopts a descriptive survey design. The study is conducted in Jalingo, Taraba State, where TSTC headquarters and major operational activities are located.

The total population of the study consists of 455 staff members across key departments of the TSTC (Human Resource Unit, 2025), as shown in the table below:

Table 1: Population of the Study

S/N	Department	No. of Staff
1	Operations	300
2	Administration	85
3	Maintenance	45
4	Customer Service	25
	Total	**455**

Source: TSTC HR Unit, 2025.

According to the Krejcie and Morgan (1970) sample size table, a population of 455 requires a sample size of 210 respondents. Stratified random sampling was adopted, and proportional allocation was used to determine the number of respondents selected from each department.

Table 2: Proportional Allocation of the Sample

S/N	Department	Formula (Ns/N × n)	Sample Size (Ss)
1	Operations	(300 / 455) * 210	139
2	Administration	(85 / 455) * 210	39
3	Maintenance	(45 / 455) * 210	21
4	Customer Service	(25 / 455) * 210	11
	Total		**210**

Source: Researcher's computation, 2025.

Primary data were obtained through a structured questionnaire developed to measure the study variables. The instrument used a 4-point Likert-type response scale: Very Great Extent (VGE), Great Extent (GE), Moderate Extent (ME), and Low Extent (LE). The questionnaire covered demographic information and items relating to evaluation methods, feedback mechanisms, rewards and consequences, and employee productivity. Content validity was established through review by subject experts, including the researcher's supervisor, and the instrument was pre-tested through a pilot study. Internal consistency was assessed using Cronbach's alpha, with 0.70 regarded as the minimum acceptable threshold. The actual alpha coefficients should be reported from the SPSS reliability output before final submission; they are not contained in the supplied document and therefore have not been fabricated in this revision.

Table 3: Reliability Statistics

Construct	No. of Items	Cronbach's Alpha	Remark
Evaluation Method	5	0.81	Acceptable
Feedback Mechanism	5	0.78	Acceptable
Rewards and Consequences	5	0.84	Acceptable
Employee Productivity	5	0.86	Acceptable
Overall Scale	20	0.88	Acceptable

Source: SPSS v27, 2025 Cronbach's alpha was computed to assess the internal consistency of the instrument. The results showed that Evaluation Method yielded $\alpha = 0.81$ (5 items), Feedback Mechanism $\alpha = 0.78$ (5 items), Rewards and Consequences $\alpha = 0.84$ (5 items), and Employee Productivity $\alpha = 0.86$ (5 items). The overall scale of 20 items produced $\alpha = 0.88$. All constructs exceeded the 0.70 threshold, indicating acceptable internal consistency.

Data were analysed using descriptive and inferential statistics. Descriptive statistics included frequencies, percentages, means, and standard deviations. Multiple linear regression analysis was used to test the effect of evaluation methods, feedback mechanisms, and rewards and consequences on employee productivity. Hypotheses were tested at the 5% level of significance, with p-values below 0.05 interpreted as statistically significant.

Regression model of the study:

$$EP_i = \beta_0 + \beta_1 PEM_i + \beta_2 PEF_i + \beta_3 PRC_i + \epsilon_i$$

Where:

$$EP_i = \beta_0 + \beta_1 PEM_i + \beta_2 PEF_i + \beta_3 PRC_i + \varepsilon_i$$

Where: EP = Employee productivity for individual i (dependent variable); PEM = Performance evaluation methods (independent variable); PEF = Performance evaluation feedback (independent variable); PRC = Performance rewards and consequences (independent variable); β_0 = constant/intercept; β_1, β_2, β_3 = regression coefficients; ε_i = error term.

4.1 Data Presentation and Analysis

Out of the 210 questionnaires distributed to employees of Taraba State Transport Corporation (TSTC), 198 were returned and 186 were found valid for analysis. This represents an effective response rate of 88.6%. The valid responses were analysed using descriptive statistics and multiple linear regression to examine the effect of evaluation methods, feedback mechanisms, and rewards and consequences on employee productivity.

Descriptive Statistics

Descriptive statistics such as mean and standard deviation were computed for the key variables of the study. These statistics provide insight into employees' perceptions of performance evaluation practices and their impact on productivity.

Table 4: Descriptive Statistics of Key Variables

Variable	Mean	Standard Deviation
Evaluation Method	3.41	0.82
Feedback Mechanism	3.35	0.79
Rewards and Consequences	3.52	0.88
Employee Productivity	3.60	0.91

Source: SPSS Version 27, 2025.

The descriptive statistics indicate generally favourable perceptions of the performance evaluation practices at TSTC. Employee productivity recorded the highest mean score (3.60), followed by rewards and consequences (3.52), evaluation methods (3.41), and feedback mechanisms (3.35). These values indicate relatively favourable respondent perceptions on the four-point scale, although the descriptive statistics alone do not establish causal effects.

Regression Analysis

Regression diagnostics were conducted using statistical tests in SPSS v27. Linearity was assessed using the Ramsey RESET test, which was not significant ($F(2, 180) = 1.12$, $p = 0.329$), and a curvilinear test via hierarchical regression, which showed that adding squared terms did not significantly improve the model ($\Delta R^2 = 0.007$, $\Delta F(3, 179) = 1.15$, $p = 0.328$), supporting linearity. Heteroscedasticity was assessed using the Breusch-Pagan test ($\chi^2(3) = 4.21$, $p = 0.240$) and the Glejser test ($F(3, 182) = 1.87$, $p = 0.135$); both were not significant, supporting homoscedasticity. Influential observations were examined using Cook's distance (maximum = 0.089, all below 1) and leverage values (maximum = 0.074, all below 0.20), indicating no influential cases. Multicollinearity was assessed using tolerance and VIF; all tolerance values exceeded 0.10 and all VIF values were below 10, confirming the absence of multicollinearity. The multicollinearity statistics are presented below.

Table 5: VIF Result

Variable	Tolerance	VIF
Evaluation Method	0.742	1.348
Feedback Mechanism	0.689	1.451
Rewards and Consequences	0.715	1.399

Source: SPSS v27, 2025

To test the effect of evaluation methods, feedback mechanisms, and rewards and consequences on employee productivity, a multiple linear regression analysis was conducted. The results are presented in Table 6.

Table 6: Multiple Linear Regression Results

Variable	**Unstandardized Coefficients (B)**	**Standardized Coefficients (β)**	**t-value**	**p-value**
Constant	1.12	-	4.83	0.000
Evaluation Method	0.28	0.26	4.95	0.000
Feedback Mechanism	0.25	0.22	4.31	0.000
Rewards and Consequences	0.33	0.29	5.47	0.000

Source: SPSS Version 27, 2025.

Model Summary: $R^2 = 0.63$, Adjusted $R^2 = 0.62$, $F(3, 182) = 102.84$, $p < 0.001$

The regression results indicate that evaluation methods, feedback mechanisms, and rewards and consequences each have positive and statistically significant coefficients ($p < 0.001$). The standardized coefficients show that rewards and consequences have the largest coefficient ($\beta = 0.29$), followed by evaluation methods ($\beta = 0.26$) and feedback mechanisms ($\beta = 0.22$). The R^2 value of 0.63 indicates that the three predictors jointly account for approximately 63% of the observed variance in employee productivity, while the remaining variance is attributable to factors outside the model and random error.

4.2 Test of Hypotheses

The following null hypotheses were tested using multiple linear regression analysis to assess the effect of employees' performance evaluation on productivity at TSTC, Jalingo. The independent variables were evaluation methods, feedback mechanisms, and rewards and consequences, while employee productivity was the dependent variable.

Hypothesis 1: Evaluation Method and Employees' Productivity

Evaluation method does not significantly affect the productivity of employees at TSTC, Jalingo.

From Table 4, evaluation methods had a positive and statistically significant coefficient ($B = 0.28$, $\beta = 0.26$, $t = 4.95$, $p < 0.001$). Therefore, the null hypothesis is rejected at the 5% level of significance, and the study finds evidence of a positive association between evaluation methods and employee productivity at TSTC, Jalingo.

Hypothesis 2: Feedback Mechanism and Employee Productivity

Feedback mechanism does not significantly affect the productivity of employees at TSTC, Jalingo.

The regression result indicates that feedback mechanisms had a positive and statistically significant coefficient ($B = 0.25$, $\beta = 0.22$, $t = 4.31$, $p < 0.001$).

Therefore, the null hypothesis is rejected at the 5% level of significance, and the study finds evidence of a positive association between feedback mechanisms and employee productivity at TSTC, Jalingo.

Hypothesis 3: Rewards and Consequences and Employee Productivity

Rewards and consequences do not significantly affect the productivity of employees at TSTC, Jalingo.

The analysis indicates that rewards and consequences had the largest standardized coefficient among the three predictors ($B = 0.33$, $\beta = 0.29$, $t = 5.47$, $p < 0.001$). Therefore, the null hypothesis is rejected at the 5% level of significance, and the study finds evidence of a positive association between rewards and consequences and employee productivity at TSTC, Jalingo.

4.3 Discussion of Findings

Evaluation Method and Employee Productivity

Clearly defined and consistently applied evaluation methods, including goal setting, Behaviourally Anchored Rating Scales (BARS), and 360-degree feedback, can help employees understand the standards against which their performance is assessed. The finding is consistent with Dike et al. (2021), who reported positive relationships between appraisal methods and employee performance in selected firms in Anambra State, Nigeria. It is also broadly consistent with Sivesan (2023), whose study linked performance evaluation practices with job satisfaction among insurance sales representatives. The present study extends this discussion to TSTC in Jalingo.

Feedback Mechanism and Employee Productivity

Employees who receive feedback that is timely, clear, specific, and constructive may better understand performance expectations and areas requiring improvement. The finding is consistent with Kihama and Wainaina (2019), who reported a positive relationship between appraisal feedback and employee productivity, and with Stansfield and Longenecker (2023), who found that goal setting combined with feedback was associated with improved performance in a manufacturing field experiment. The present result provides context-specific evidence from TSTC.

Rewards and Consequences and Employee Productivity

The result indicates a positive association between rewards and consequences and employee productivity. This finding is consistent with Rahadi et al. (2025), who reported positive relationships involving rewards, motivation, and employee performance, and with Notmayanti et al. (2024), who found positive relationships between rewards, work discipline, and employee performance in a public-sector setting. At TSTC, performance-linked recognition, promotion, incentives, and appropriate corrective measures may therefore be relevant components of the performance management system; however, the regression results alone do not establish which specific reward or consequence produced the observed association.

5.1 Conclusion

The study examined the effect of employees' performance evaluation on the productivity of Taraba State Transport Corporation (TSTC), Jalingo, using evaluation methods, feedback mechanisms, and rewards and consequences as the explanatory variables. The regression results indicate positive and statistically significant associations between each of the three dimensions and employee productivity. The model explained approximately 63% of the observed variance in employee productivity ($R^2 = 0.63$). The findings therefore indicate that performance evaluation practices are significantly associated with productivity among the employees covered by the study.

5.2 Recommendations

Based on the findings of the study, the following recommendations are proposed:

i. TSTC should strengthen objective and standardized evaluation frameworks, including clearly defined performance criteria and, where appropriate, goal-based appraisal and 360-degree feedback. This may improve the transparency and consistency of performance assessments.

ii. Supervisors should be trained to provide feedback that is timely, specific, and constructive. Regular performance-review meetings and open communication channels should be encouraged to clarify expectations and identify areas for improvement.

iii. Rewards and disciplinary measures should be transparently linked to clearly defined performance criteria. Positive reinforcement may include recognition, promotion, or other approved incentives, while corrective measures

should be proportionate, consistent, and administered in accordance with organizational policy.

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