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EMPLOYEE PERFORMANCE EVALUATION AND PRODUCTIVITY IN TARABA STATE TRANSPORT CORPORATION, JALINGO

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ABSTRACT

This study investigated the effect of employee performance evaluation strategies on the productivity of Taraba State Transport Corporation (TSTC), Jalingo. Specifically, it examined the effect of evaluation methods, feedback mechanisms, and rewards and consequences on employee productivity. The study's theoretical framework was anchored on Goal-Setting theory**.** The study adopted 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 Krejcie and Morgan's sample size table. Data were collected through structured questionnaires based on a four-point Likert scale and analyzed using SPSS (version 27). The instrument was subjected to a pilot test, and its reliability was established using Cronbach's alpha with coefficients ranging from 0.703 to 0.856 indicating internal consistency. Descriptive statistics and multiple linear regression analysis were employed. Results show that all three strategies have statistically significant positive effects on productivity. Rewards and consequences exerted the strongest effect, followed by evaluation methods and feedback mechanisms. The model accounted for 63% of the variance in productivity (Adjusted $R^2 = 0.61$). The study concludes that effective performance evaluation strategies are critical to improving employee output and institutional efficiency. It recommends the adoption of standardized appraisal tools, regular feedback systems, and performance-linked reward policies to enhance productivity in public sector organizations.

Keywords: Evaluation Methods, Feedback Mechanisms, Rewards and Consequences, Employees' Productivity

Introduction

The assessment of performance at the workplace has become an integral part of Human Resource Management (HRM). The main objective of performance evaluation is to improve the efficiency of the human resource by systematically assessing employee job performance, identifying performance gaps, and providing a basis for decisions regarding promotion, training, and career development (Vuong & Nguyen, 2022). A well-designed system of performance evaluation improves organizational effectiveness by clarifying expectations, and setting an atmosphere of continuous improvement and feedback (Rajapakshe, 2024). The lack of feedback, and ineffective evaluation, result in job dissatisfaction, and low job motivation (Opoku et al., 2024).

Performance evaluation also serves as a platform for integrating individual performance with larger organizational goals. When organizations use consistent and transparent appraisal procedures, they can increase trust, communication, and staff accountability (Opoku et al., 2024). Employees who believe the evaluation system is fair and constructive are more likely to accept comments and work to improve their performance (Tran, 2022). This implies that the efficacy of performance review goes beyond assessing employee performance and includes how the assessment process is planned, conveyed, and related to subsequent actions. As a result, effective performance evaluation can help to produce a productive and motivated workforce capable of satisfying organizational needs.

This study takes into account three main strategies: evaluation methods, feedback mechanisms, and rewards and consequences (Sivesan, 2023; Nnenna et al., 2021; Kihama & Wainaina, 2019; Stansfield & Longenecker, 2023; Rahadi et al., 2025; Notmayanti et al., 2024). Evaluation methods are the specific instruments and strategies used to evaluate employee performance, such as rating scales, behavioral checklists, and 360-degree feedback. The applicability and dependability of these methods are critical in ensuring that employee performance is accurately and consistently assessed (Ahmed et al., 2018). Feedback mechanisms are used to communicate evaluation results to staff. Clear, timely, and constructive feedback can help employees understand their performance, identify areas for growth, and foster learning and development (Babalola & Aigbavboa, 2022). Rewards and consequences refer to activities made in consideration of evaluation results, such as promotions, incentives, training opportunities, or disciplinary penalties. When implemented uniformly and fairly, these actions can reaffirm expected performance standards and motivate individuals to enhance their efforts (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 competitive advantage in various sectors (Jibir et al., 2023). However, productivity can suffer when employee efforts are misaligned with organizational goals or when there is a lack of motivation and engagement, often stemming from inadequate human resource management practices (Bhat, 2024).

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 strategic evaluation mechanisms tend to experience better operational efficiency, reduced errors, and enhanced customer satisfaction (Ezechi et al., 2025). Addressing productivity challenges requires continuous assessment and management of employee contributions to ensure alignment with organizational priorities (Adriyanto, 2023).

The effect of employees' performance evaluation on productivity is underscored by the role of evaluations in identifying performance gaps, facilitating constructive feedback, and linking performance outcomes to rewards or corrective actions. When evaluation methods are reliable, feedback is effective, and consequences are fair, employees are more likely to be motivated and productive (Opoku et al., 2023; Adriyanto, 2023). Thus, robust performance evaluation directly influences organizational productivity by fostering a committed and competent workforce.

Statement of the Problem

The increasing emphasis on performance evaluation as a strategic tool in human resource management has not always resulted in improved organizational performance. According to the Taraba State Government's 2023 third-quarter budget performance report, the Taraba State Transport Corporation had a 0% budget performance against an original budget provision of ₦4.56 million in the third quarter (Taraba State Ministry of Finance, Budget and Economic Planning [TSMFBEP], 2023). Although this financial indication does not prove low employee productivity, it does indicate performance issues that necessitate a thorough investigation of organizational procedures that may affect employee productivity.

Performance evaluations are often conducted without clear standards, lack timely and constructive feedback, and are disconnected from actionable consequences or incentives. As a result, employee commitment, accountability, and operational efficiency remain suboptimal (Chidinma et al., 2024; Ayawei & Amah, 2024). Transport firms in Jalingo also struggle with ensuring fairness, transparency, and alignment between appraisal outcomes and organizational goals. Among others, the dimensions of employees' performance evaluation strategies adopted in these corporations such as evaluation method, feedback mechanisms, and rewards and consequences are often inadequately applied or poorly understood, limiting their potential to drive productivity (Franco-Santos & Otley, 2018). Prior research efforts, such as those by Okeke (2020) in South-East Nigeria and Nwokocha (2022) in South-South Nigeria, have explored performance evaluation in Nigerian transport corporations, highlighting its importance in improving operational efficiency and employee productivity. However, these studies have not adequately addressed the specific context of transport corporations in North-East Nigeria, particularly Jalingo Metropolis, leaving a gap in understanding the challenges and opportunities in this region. This study is therefore necessitated by the need to critically assess the effect of employees' performance evaluation strategies on the productivity of transport corporations in Jalingo.

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. However, the study specifically aims to determine the:

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

Research Questions

The study raised the following research questions:

i. To what extent does evaluation method affect the productivity of Taraba State Transport Corporation, Jalingo?
ii. To what extent does feedback mechanism affect the productivity of Taraba State Transport Corporation, Jalingo?
iii. To what extent does rewards and consequences affect the productivity of Taraba State Transport Corporation, Jalingo?

Research Hypotheses

The following null hypotheses were tested:

$H0_1$: Evaluation method does not significantly affect the productivity of Taraba State Transport Corporation, Jalingo.
$H0_2$: Feedback mechanism does not significantly affect the productivity of Taraba State Transport Corporation, Jalingo.
$H0_3$: Rewards and consequences does not significantly affect the productivity of Taraba State Transport Corporation, Jalingo.

Conceptual Review

1 Employees' Performance Evaluation

Esegine et al. (2024) refers to employees' performance evaluation as the organization's way of measuring how well employees perform their assigned duties. Evaluation is necessary to determine the level of individual performance as well as the extent to which the goals of the organization are met. DiPaola & Wagner (2018) suggest that evaluation systems promote accountability, and serve as the basis for management decisions regarding employee training, promotions, and discipline. Ozigi & Onyeukwu (2022) argue that performance evaluations improve organizational productivity by shaping employee behavior, motivating them, and driving performance.

2 Evaluation Method

The formal system and technique used to assess the output, behavior, and contribution of individuals within an organization is termed evaluation method. This includes options such as management by objectives (MBO), behaviorally anchored rating scales (BARS), the critical incident technique, and the 360-degree feedback (Purnomo & Irawan, 2021). Choosing the rightly fitting method of evaluation is critical to the credibility and trustworthiness of the performance appraisal system as the trustworthiness of evaluation systems has been documented (Barberie et al., 2023). Well evaluation results assist an organization to identify performance gaps, goal setting, and the improvement planning process concerning staff (Rajapakshe, 2024).

3 Feedback Mechanism

The feedback mechanism is the system that organizations use to relay evaluation results to employees. This system allows individuals to identify their strong and weak points as well as the expectations set for their performance. To meet this objective, a feedback system has to be lucid, prompt and constructive and anchored on the results appraisal (Bagobiri et al., 2023). Feedback is a communication tool that closes the gap between supervisors and employees, and explains job expectations while correcting behavior. The booster effect that Poon (2023) noted concerning performance feedback on employees is critical for improvement. Feedback activities in public entities underline the alignment of individual responsibilities with the larger organizational objectives.

4 Organizational Rewards and Consequences

Reinforcement and punishment are organizational responses to an employee's evaluation. Rewards may take the form of salary increases, bonuses, promotions, and recognition, as well as punishment in the form of warnings, demotions, and termination (Aminy et al., 2022). Organizational rewards and punishment are likely to affect employee motivation. Moreover, they indicate the worth of an employee's performance. Ngwa (2019) states that when rewards are attributed to evaluative results, employees will likely remain committed and productive. In the public sector, the alignment of consequences with performance expectations promotes accountability and reduces the propensity to slack off (Zainudin & Othman, 2024).

5 TSTC Productivity

Productivity defines an organization's or employee's output relative to the input used. For a transport corporation, productivity involves the timely performance of duties, service delivery, cost and resource efficiency, and the management of vehicles and human resources (Argiyantari, 2022). In essence, the operational objectives of public organizations are measured by the performance of their employees and overall productivity. In transport services, productivity levels translate to optimal resource use, customer satisfaction, and public trust. Vuong & Nguyen (2022) assert that performance evaluation, to a large extent, defines productivity, which in turn, regulates behavior and consistency in operations.

Conceptual framework on employees' performance evaluation and productivity of Taraba State Transport Corporation

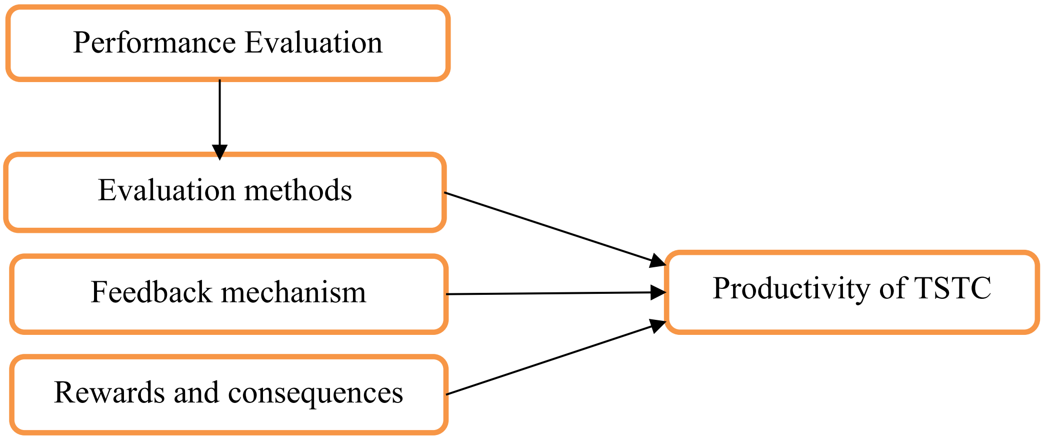

Figure 1.1: Conceptual Framework of the study

Source: *Researcher's conceptualization, 2026*

Theoretical Framework

This study is anchored on Goal-Setting theory which serves as a foundation and gives support to the research. The theory outlines and explains the implications of employee performance evaluation on productivity.

1 Goal-Setting Theory

Goal-Setting Theory was first articulated by Edwin Locke in 1968 and is cited by Latham and Locke in 2018. Challenging and specific goals, when accepted by the employees, lead to better performance. Locke identifies goal clarity, commitment, feedback, and task complexity as important determinants of employee motivation and performance. Knowing what is expected of employees and measuring performance, as well as offering feedback, all help employees perform better, and constructive feedback is even more helpful to progress.
Setting performance standards and expectations communicating to employees arguably makes this theory relevant to employee performance evaluation. The appraisal system, feedback system, and reward systems promoted by the appraisal system all align with goal-setting principles. For example, in the case of Taraba State Transport Corporation, evaluation criteria and consistent feedback aimed at productivity goals improve employee concentration, effort, and productivity.

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. They used a survey design and accumulated data from 237 employees in three firms. The study examined the impact of the Management by Objectives

(MBO), 360-degree feedback, and goal-setting appraisal methods on employee performance using Pearson correlation analysis. The author found that all three methods had significantly positive relationships with employee performance and recommended goal-setting collaboration between supervisors and employees in order to reduce workplace dissatisfaction and improve trust within the organization.

Feedback Mechanism and Productivity of TSTC

Kihama and Wainaina (2019) analyzed the impact of performance appraisal feedback on employee productivity within water and sewerage companies in Kiambu County, Kenya. Feedback was analyzed with respect to responses from 300 employees and the data analyzed using SPSS which achieved a reliability score of 0.7. The research indicated that feedback from managers positively motivating employees and enhancing productivity, with employee autonomy also being a significant contributor. The study articulated that CRITICAL appraisal mechanisms with appropriate constructive feedback tend to increase performance positively and thus recommended formalized procedures that control management feedback consistency within appraisal systems as well as employee autonomy adjustments in the payment or appraisal systems.

Stansfield and Longenecker (2023) analyzed the extent of goal setting and feedback during a two-month field experiment carried out in the US to understand the impact of these two facets on productivity. The study was focused on a manufacturing plant that had undergone changes and training in three manufacturing cells and performance data. The study's findings highlighted that the combination of goal setting and feedback during a performance period resulted to enhanced performance, efficiency in addition to the setting of more advanced goals. Limitations to the study included the period reserved for the interventions and the feedback which was structured in a sequence that could lead to expectancy effect within a research design.

Rewards and Consequences and Productivity of TSTC

Rahadi et al. (2025) investigated the interplay of rewards and punishments on staff performance, taking work motivation as an intervening variable within the context of PT. ABC. Using PLS-SEM on a sample of 155 employees, the study established the existence of positive and significant correlations between rewards and motivation, as well as between motivation and performance. While punishment within the context of a hierarchy and discipline systems of an organization also influenced motivation and performance, the effects of punishment on work motivation appeared less observable. Overall, the study emphasizes the importance of motivational mechanisms underlying the rewards and punishments to effect positive performance.

Notmayanti et al (2024), examined the influence of rewards and punishments on employee performance in which work discipline is an intervening variable in the context of 105 employees of the East Luwu Regency Personnel and Human Resources Development Agency. Using a quantitative methodology and SmartPLS for data analysis, the study established that rewards are positively and significantly correlated to work discipline and employee performance. While punishments did not have a direct impact on performance, they did significantly improve work discipline. Overall, the findings justify the importance of efficient reward systems along with disciplined work environments to achieve enhanced performance, particularly in governmental institutions.

The examined empirical studies demonstrate that evaluation methods, feedback mechanisms, and rewards and consequences can all help to increase employee performance and productivity in various kinds of organizational situations. However, the evaluated studies were done in a variety of settings, including insurance, manufacturing, water and sewage disposal, and public organizations, with little focus on transportation businesses. Furthermore, the majority of the analyzed research focused on a single performance evaluation approach or explored specific dimensions independently, instead of investigating evaluation methods, feedback mechanisms, rewards, and consequences as a whole. More precisely, none of the assessed research investigated the effect of these three aspects on staff productivity in the Taraba State Transport Corporation or, more generally, within transport corporations in Northeast Nigeria. This sets forth a contextual and dimensional gap in the current literature. As a result, this research aims to fill this vacuum by investigating the impact of evaluation methods, feedback mechanisms, rewards, and consequences on staff productivity at TSTC Jalingo.

Methodology

To investigate the impact of assessing employees' performance on the productivity of the Taraba State Transport Corporation, the study employs a descriptive survey research design. The research is centered on Jalingo, Taraba State's capital, where the corporation's headquarters and operational activities are concentrated.

The total population of the study consists of 455 staff members across key departments of the TSTC (Human Resource Unit, 2026), 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, 2026*

According to Krejcie and Morgan (1970) Table, for a population of 455, the appropriate sample size is 210. Stratified random sampling technique was adopted, and proportional allocation was used to determine how many respondents were drawn from each department.

Table 2: Sample Proportion of the Study

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, 2026*

Primary data were obtained through structured questionnaires designed using a 4-point Likert scale: Very Great Extent (VGE), Great Extent (GE), Moderate Extent (ME), and Low Extent (LE). The questionnaire covered demographic information and key variables relating to performance evaluation and productivity. To ensure content validity, the instrument was reviewed by subject experts, and pre-tested through a pilot study. The reliability of the instrument was established using Cronbach's alpha, with coefficients ranging from 0.703 for evaluation methods, 0.768 feedback mechanisms, and 0.856 rewards and consequences, indicating acceptable internal consistency of 0.7 threshold. Data were analysed using both descriptive and inferential statistics. Descriptive statistics included means, frequencies, and percentages. Inferential statistics involved regression analysis to test the effect of performance evaluation on employee productivity. Hypotheses were tested at a 5% level of significance, with p-values less than 0.05 indicating statistical significance.

Diagnostic tests were carried out before the multiple regression analysis to see whether the data met the fundamental presumptions of regression analysis. In particular, tests for normality and multicollinearity were carried out. Kolmogorov-Smirnov test was used to evaluate the normality of the regression residuals, and Tolerance and Variance Inflation Factor (VIF) values were used to evaluate multicollinearity. The residuals did not substantially deviate from a normal distribution, according to the normality test, if the significance value was more than 0.05. The absence of significant multicollinearity was deemed to be indicated by tolerance values more than 0.10 and VIF values less than 10.

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 = 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 term (intercept), β_1, β_2, β_3 = Coefficients of the independent variables (showing their effect on employee productivity), ϵ_i = Error term for employees' productivity *i*

Data Presentation and Analysis

Out of the 210 questionnaires distributed to employees of the Taraba State Transport Corporation (TSTC), 198 were returned and 186 were found to be valid for analysis, resulting in an effective response rate of 89%. The 12 questionnaires that were deemed unsuitable for statistical analysis were those that had incomplete and multiple responses recorded for specific questionnaire items. The collected data were analysed using descriptive statistics and multiple linear regression analysis to evaluate the effect of performance evaluation methods, feedback mechanisms, and rewards & consequences on employee productivity in TSTC.

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 3: 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 v27, 2025*

From the table above, respondents had generally positive perceptions of the performance evaluation adopted in TSTC. The mean score for employee productivity (3.60) was the highest, indicating that respondents perceived productivity levels as moderately high. The mean for rewards and consequences (3.52) was also relatively high, suggesting that employees value tangible outcomes linked to evaluations. Evaluation methods and feedback mechanisms had slightly lower mean scores but still indicated overall agreement on their importance.

Regression Analysis

To test the effect of the independent variables' evaluation method, feedback mechanism, and rewards & consequences on the dependent variable (employees' productivity), a multiple linear regression analysis was conducted.

Table 4: Regression Results Summary

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 v27, 2025*

Model Summary: $R^2 = 0.63$, Adjusted $R^2 = 0.61$, $F(3, 182) = 102.84$, $p < 0.05$

The regression results show that evaluation method, feedback mechanism, and rewards and consequences all have statistically significant positive effects on employee productivity ($p < 0.05$). Among these, rewards and consequences had the strongest effect ($\beta = 0.29$), followed by evaluation method ($\beta = 0.26$) and feedback mechanism ($\beta = 0.22$). The R^2 value of 0.63 suggests that approximately 63% of the variance in employee productivity is explained by the performance evaluation modelled in this study.

Test of Hypotheses

The following hypotheses were tested using multiple linear regression analysis to assess the effect of performance evaluation on employees' productivity at the Taraba State Transport Corporation (TSTC), Jalingo. The independent variables considered were evaluation method, feedback mechanism, and rewards and consequences, while the dependent variable was employees' productivity.

Hypothesis 1: Evaluation Method and Employees' Productivity

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

From the regression output (see Table 4 in Section 4.1), the evaluation method had a positive and statistically significant effect on employees' productivity ($t = 4.95$, $p < 0.05$). Since the p-value is less than the standard significance level of 0.05, the findings does not support the null hypothesis. Therefore, it is concluded that evaluation method has a significant positive effect on the productivity of employees in TSTC.

Hypothesis 2: Feedback Mechanism and Employee Productivity

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

The regression result indicated that the feedback mechanism also had a positive and statistically significant effect on employees' productivity ($t = 4.31$, $p < 0.05$). Since the p-value is below the 0.05 threshold, providing sufficient evidence to reject the null hypothesis. Consequently, feedback mechanism has a significant effect on employee productivity at TSTC.

Hypothesis 3: Rewards and Consequences and Employee Productivity

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

The analysis revealed that rewards and consequences had the strongest positive effect on employee productivity ($t = 5.47$, $p < 0.05$). The observed p-value falls below 0.05 significance level, the null hypothesis was found to be untenable. This indicates that rewards and consequences significantly and positively affect employees' productivity at TSTC.

Discussion of Findings

Properly defined and transparent evaluation methods including goal-setting, behaviourally anchored rating scales (BARS), and 360-degree feedback, allow employees to align their performance with what the organization requires. Nnenna et al. (2021) states that structured appraisal methods lead to improved performance in the public and private sectors in

Nigeria and, thus supports this finding. In a similar manner, consistent and objective application of performance evaluation systems, as documented by Sivesan (2023), improves employee satisfaction and productivity. The results of Oniyide and Odeyemi (2024), also discovered that performance appraisal techniques had a considerable impact on staff productivity but reported differing results for various other appraisal components, contrast with the current conclusion. Their results demonstrated that rewards and appraisal feedback had positive but insignificant effects on productivity. This discrepancy could be explained by differences in organizational environments, how appraisal methods are used, and how employees see the evaluation process's usefulness and fairness. Clear performance criteria and frequent evaluation may be especially pertinent to employees' daily tasks and productivity in the TSTC setting due to the operational nature of transport services.

Understanding performance expectations and improving output are the most probable outcomes for employees who receive feedback that is timely, clear, and constructive. This finding supports Kihama and Wainaina (2019), who posited that feedback fosters motivation and goal alignment. In addition, Stansfield and Longenecker (2023) were able to demonstrate through field experiments that productivity improves in operational settings with the provision of regular feedback particularly when it involves goal-setting.

This shows that TSTC employees were responsive to TSTC's incentive-based approach. Employees understand that their performance will lead to rewards or corrective action. This evidence goes in line with Rahadi et al. (2025), in which they showed that rewards and punishments impact employees' motivations and performance. Similarly, Notmayanti et al. (2024) showed that systems with rewards and clear structures promote discipline and positively promote performance, especially in public agencies. In the case of TSTC, employees' performance recognition in duty, promotions, and sanctions are key components that drive employees' performance of their responsibilities.

Summary of Findings

The study focused on evaluation methods, feedback mechanisms, rewards and consequences in order to investigate the effect of performance appraisal practices on employee productivity at TSTC Jalingo. The results indicated that evaluation methods positively affect employee productivity. This suggests that employees are better able to comprehend performance standards and match their efforts with organizational goals when clear, systematic, and consistent evaluation systems are used.

The findings further revealed that feedback mechanism has a positive and significant effect on employee productivity. Employees can better grasp their performance goals, pinpoint areas that need growth and development, and make necessary modifications to better their work output when they receive timely, unambiguous, and helpful feedback.

Lastly, the study demonstrated that staff productivity at TSTC is positively affected by rewards and consequences. The results suggest that workers react positively to organizations that recognize and reward exceptional effort and take proper corrective measures for poor performance. This implies that higher employee productivity is a result of a balanced approach to accountability and recognition. Overall, the results show that evaluation methods, feedback mechanisms, and rewards and consequences are key to performance appraisal processes that support TSTC employees' productivity.

Conclusion

Employee's performance evaluation at Taraba State Transport Corporation (TSTC) is a vital contributor to the overall productivity of the organization. All the three dimensions feedback mechanism, evaluation methods, and rewards and consequences systems have a positive and statistically significant impact on productivity**.**

Recommendations

From the findings of the study, the below recommendations are proposed:

i. Through goal-based appraisals and 360-degree feedback, TSTC can use objective, standardized evaluation frameworks. This would promote the equity and transparency of performance evaluations and provide pertinent data for HR analytics.
ii. Supervisors need to be trained to offer feedback to employees that is timely, specific, and constructive. Having regular performance review meetings and open communication channels will serve to clarify expectations and enhance employee morale.
iii. Rewards and disciplinary actions should be aligned with performance metrics. Positive reinforcement should be in the form of promotions, monetary bonuses, or recognition, while administrative penalties should be reasonable and consistent to help correct performance.

Suggestion for Further Studies

Based on the study's scope and findings, further investigation is recommended to expand understanding about performance evaluation and employee productivity. Future researchers may investigate other aspects of performance evaluation, beyond evaluation methods, feedback mechanisms, and reward and consequences, in order to establish their impact on employee productivity.

Future researchers might replicate the study in other public transportation organizations and across Nigerian states to see if similar results may be attained across various organizational and geographical situations. Comparative analysis of public and private transportation organizations could also shed light on how differences in management approaches affect staff productivity. Additionally, prospective researchers may use a longitudinal research design to investigate the effects of performance evaluation techniques on employee productivity over time.

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