

Research Article

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Usefulness of Internal Business Process (IBP) Perspective in Performance Appraisal using Balanced Scorecard of Objective (BSCO) as an Alternative to Staff Performance Appraisal and Development (SPADEV) Reporting System in the Civil Service of Lagos State, Nigeria

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ABSTRACT

Appraising employee performance from the perspective of Internal Business Process (IBP) perspective is a dimension of performance appraisal exercise that is not only misunderstood but neglected or given little or no attention. Evaluating performance based on IBP benchmarks and established milestones using the Staff Performance Appraisal and Development (SPADEV) reporting system in the Civil Service of Lagos State, Nigeria is counter-productive. Lack of unambiguous rules and unwritten codes of conduct in basic organizational operating environments give rise to vague performance appraisal mechanisms, processes and outcomes. These reasons contributed to the inadequacies of the Annual Performance Evaluation and Reporting (APER) system previously used in the Civil Service of Lagos State, Nigeria and also constitutes a threat to the effectiveness of the Staff Performance Appraisal and Development (SPADEV) Reporting System. This comparative study examined the Effect of Internal Business Process (IBP) perspective on Performance Appraisal using The Balanced Scorecard of Objective (BSCO) Method or The Staff Performance Appraisal and Development (SPADEV) Reporting Method in the Civil Service of Lagos State, Nigeria.

Descriptive survey design was adopted for this study with Key Informant Interviews (KII). The population comprised fourteen Ministries, the Civil Service Commission (CSC), and the Office of Transformation, Creativity and Innovation (OTCI) with total staff strength of 7,555 in the Lagos State Civil Service. Utilizing Taro Yamane's sampling technique, a sample size of 380 participants was arrived at, with a thirty percent (30%) addition (to enhance the confidence level and response rate). A self-developed structured questionnaire was used to collect information about variables that formed the basis for assessing the appraisal instruments, BSCO and SPADEV; from the perspective of the level of appropriateness (App). The questionnaire was validated, yielding a Cronbach's alpha coefficient of 0.830. A total of 494 copies of the questionnaire documents were distributed, with a response rate of about 75%. In addition, two Commissioners and a Director General were interviewed, using interview-guide. Data from the questionnaire were analyzed using descriptive and inferential analyses ($p=0.05$) while data from the interview were content- analyzed.

Findings revealed that there was significant difference ($p<0.003$) between BSCO (IBP: $\bar{x}=7.20$) and SPADEV (IBP: $\bar{x}=2.84$) for criterion variables assessing the appraisal instruments. Furthermore, analysis of KII revealed BSCO appraisal method to be superior to SPADEV method of appraisal.

The study concluded that evaluating employee performance from the Internal Business Process perspective (IBP) using the BSCO is more viable than SPADEV with consistently significant difference for all variables used in assessing the appraisal instruments. It is therefore clear from the study that there is a significantly positive effect of the Internal Business Process (IBP) perspective in BSCO as an alternative to SPADEV. It therefore recommended that the IBPP should be used in BSCO as an alternative performance appraisal instrument in the Lagos State Civil Service.

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Background

Measuring employee Key Performance Deliverables (KPDs) from the Internal Business process (IBP) perspective has an

emphasized but neglected element of performance management and appraisal concept amongst Human Resource experts, Line Managers and especially the rank and file of staff. This controversy and or misconception, is even more prevalent in the Civil service, than in the private sector in Nigeria. This is stemming from the fact that the job titles that do not have clear-cut IBP deliverables, especially for employees at the point of onboarding attached to them, or contained in their offer documents end-up creating confusion and incoherence in laid down guidelines.

Statement of the Problem

Lack of or inadequate laid-down organizational Internal Business Process (IBP) perspective or employee ignorance of the IBP perspective in the performance appraisal structure is a fundamental defect of the performance appraisal exercise in the Civil Service of Lagos State, Nigeria. The exclusion of the Internal Business Process (IBP) perspective in the Balanced Scorecard of Objective (BSCO) method as an alternative to the Staff Performance Appraisal and Development (SPADEV) Reporting System is likely to have a negatively significant effect in the Civil Service of Lagos State, Nigeria.

Objective of the Study

The main objective of this study is to evaluate and determine the usefulness of the Internal Business Process (IBP) perspective as a key performance appraisal factor using Balanced Scorecard of Objective (BSCO) as an alternative to Staff Performance Appraisal and Development (SPADEV) Reporting System in the Civil Service of Lagos State, Nigeria.

Research Question

The research questions is focused on providing answers to the following concerns and objectives, viz;

How can Internal Business Process (IBP) perspective be impactful on performance appraisal using Balanced Scorecard of Objective (BSCO) as an alternative to Staff Performance Appraisal and Development (SPADEV) Reporting System in the Civil Service of Lagos, Nigeria?

The following Null and Alternate hypothesis were tested at 0.05 level of significance, viz;

H0: Internal Business Process (IBP) perspective will not be effective in Balanced Scorecard (BSCO) as an alternative to Staff Performance Appraisal and Development (SPADEV) Reporting System in the Civil Service of Lagos State, Nigeria.

H1: Internal Business Process (IBP) perspective will be effective in Balanced Scorecard (BSCO) as an alternative to Staff Performance Appraisal and Development (SPADEV) Reporting System in the Civil Service of Lagos State, Nigeria.

Literature Review

Explores the multidisciplinary nature of internal communications, and argue that an integrated approach to internal communications is beneficial when assessing knowledge sharing in organisations [1]. She presents a review of relevant current literature, and explores the issue through qualitative interview data from world-leading multinational companies (MNC). contributes to the understanding of internal communications in two ways [1]. First, she draws from the domains of business, management, corporate, and organisational communication, which together incorporate both practical and theoretical knowledge. Second, she includes all formal and informal communication that take place inside an organisation.

Agrees with on the impact of procedure and accurate process on employee and organizational performance [1]. This study agrees with because, while several organizations focus on financials and still miss target is partly due to the fact that employees may not have paid enough attention to appropriate procedure or internal business process, ditto other perspectives in the BSCO quadrant value-chain [1].

Identifies general practices that organizations use to recruit and select employees and to determine how the recruitment and

selection practices affect organizational outcomes at SMC Global Securities Limited [2]. The paper believes better recruitment and selection strategies result in improved organizational outcomes. They found that so many companies considered portals as the most important medium of hiring employees. The employees working in the company however consider the employee references are one of the most reliable source of hiring the new employees. Company always takes into consideration the cost-benefit ratio.

This study disagrees with on the position that better selection strategies result in improved organizational outcomes. It is worthy of note that several times organizations have hired the best candidates to the best of their knowledge but the candidate may not be the best in terms of attitude and practical skills required for the position. This is because it is possible that the best hired candidate may turn out to be one of the worst candidate for the job.

Posit that although process performance management (PPM), doubtlessly contributes to the increase of business performance, it has been given only little attention to date [3]. The paper provided better understanding of what constitutes successful PPM and to identify critical success factors in PPM. They conducted two complementary literature reviews to get an overview of possible success factors and an extended literature review to identify detailed success factor items.

They found that 11 success factors of PPM were identified. Obviously, the success factor "information quality" is much more mentioned in literature than factors regarding "process quality" or "system quality". The findings of this research serve as a basis for a PPM success model, which enables practitioners to focus on what is really important for successful PPM. This study agrees with position because organizations must device methods of organizational reviews and upgrade of the internal process systems in order to encourage the employees [3].

Opine that business process management (BPM) is not just a set of structured methods and technologies which can simply be assigned to employees [4]. But the success of any process initiative is interwoven with the culture of the respective company. Additionally, in most cases there is not only one organizational culture but a range of subcultures within the organization due to previous mergers, existing subsidiaries etc.

Despite its importance, the interrelation between BPM and organizational culture has been only sparsely explored. The results reveal considerable differences in the perception of the interface between both fields. They further reveal that the organizational psychological perspective has been

widely neglected in process management literature. It strives to contribute to a comprehensive and thorough understanding of this relationship.

This study agrees with that internal organizational process is so powerful that even the merger or acquisition of companies should be carried out in such a manner that internal business processes should not be circumvented or distorted [4].

Presents a breakthrough approach that will not only significantly reduce the dysfunctions erroneously misconceived during performance measurement, but also promote alignment with business strategy, maximize cross-enterprise integration, and help everyone to work collaboratively to drive value throughout the organization [5]. Explains why performance measurement

should be less about calculations and analysis and more about the crucial social factors that determine how well the measurements get used [5].

His “socialization of measurement” “process focuses on learning and improvement from measurement, and on the importance of asking such questions as: How well do our measures reflect our business model? How are they successfully driving our strategy? What should we be measuring and not measuring? Are the right people having the right measurement discussions? In the end, you get what you measure. If you measure the wrong things, you will take your company farther and farther away from its mission and strategic goals.

Transforming performance measurement tells you not only what to measure, but how to do it - and in what context - to make a truly transformational difference in your enterprise.” position further buttresses alignment with the Balanced Scorecard as a strategy to measure organizational performance [5]. The captivating phrase about Spitzer’s book is that “in the end, you get what you measure”. This translates to the fact that if performances are not measured in a balanced manner, you simply get what you measure, assuming that your parameters for measurement are skewed to the wrong key performance indicators and not capturing the key ingredients of performance deliverables.

Are apt in their discussions that when performance appraisals are not handled correctly, they can turn into nerve-wracking confrontations [6]. It is therefore imperative that employees

and managers are agreed about expectations and performance objectives in order to avoid a harmful working relationship. Hence the constant need for counselling, coaching and feed-backs in performance management and appraisals. The work is helpful for providing readers with some performance appraisal tools such as sample dialogs, checklists, and forms to enhance easy usage, understanding and application during review periods. It also show readers how to: ‘plan and organize the appraisal session, set short-and long-term goals, elicit the employee’s input, handle problems and “sticky” subjects such as promotions and disagreements.

By their reform of the work, new sections on rating updates has included new sections on rating employees, justifying scores, and weaving disciplinary language into the review are included. Productive performance appraisals, according to them, when applied strictly has potentials to help the public service develop as new level of performance appraisal that is capable of increasing productivity and rewards and at the same time enhance the orientations of the current practice of Balanced Scorecard in the performance appraisal sessions of organizations, whether private or public.

Empirical Review of Literature on The Impact of the Internal Business Process (IBP) Perspective on performance appraisal using the Balanced Scorecard of Objective (BSCO) as an alternative to the Staff Performance Appraisal and Development (SPADEV) Reporting methods in the Civil Service of Lagos State, Nigeria.

Table 6.1.1: Empirical Table Summary of Literature Review

S/N	Author’s Name /Year	Research Title	Findings
1.	Kalla, H.K., (2005)	Integrated internal communications: a multidisciplinary perspective, Corporate Communications	In her empirical data provides support for the integrated view, and also enhance our understanding of knowledge sharing as an important and strategic function of integrated internal communications. She presents a review of relevant current literature, and explores the issue through qualitative interview data from a world-leading multinational companies (MNC).
2.	Kumari, N. (2012),	A Study of the Recruitment and Selection process: SMC Global Industrial Engineering Letters	Finds that several organizations considered portals as the most important medium of hiring employees while the employees working in the company consider the employee references are one of the most reliable source of hiring the new employees. Company always takes into consideration the cost-benefit ratio.
3.	Blasini, J. & Leist, S., (2013)	Success factors in process performance management	Find that 11 success factors of Process Performance Management (PPM) were identified. Obviously, the success factor “information quality” is much more mentioned in literature than factors regarding “process quality” or “system quality”.
4.	Grau1, C & Moormann1, J., (2014)	Investigating the Relationship between Process Management and Organizational Culture: Literature Review and Research Agenda,	Reveal considerable differences in the perception of the interface between business process management (BPM) and organizational culture. They further revealed that the organizational psychological perspective has been widely neglected in process management literature and they strove to contribute to a comprehensive and thorough understanding of this relationship.
5.	Spitzer, D. R. (2007)	Transforming Performance Measurement: Rethinking the Way We Measure and Drive Organizational Success	He presents a breakthrough approach that will not only significantly reduce those dysfunctions, but also promote alignment with business strategy, maximize cross-enterprise integration, and help everyone to work collaboratively to drive value throughout your organization.
6.	Falcone P. & Sachs, R., (2007)	Productive Performance Appraisals	Reveal that performance appraisals can turn into nerve-wracking confrontations when not handled correctly. If employees and managers aren’t on the same page about expectations and performance, the working relationship can be seriously harmed.

Gaps in Literature

Effect of Internal Business Perspective (IBP) on performance appraisal using the Balanced Scorecard of Objective (BSCO) as an alternative to Staff Performance Appraisal and Development (SPADEV) Reporting methods in the Civil Service of Lagos State, Nigeria.

Table 6.2.1: Summary Table of Gaps In Literature

S/N	Author's Name/Year	Research Title	Gaps (Suggestions for further Studies)
1.	Kalla, H.K., (2005)	Integrated internal communications: a multidisciplinary perspective, Corporate Communications	Failed to balance the readers knowledge and understanding of the function of integrated external communication perspective to appreciate and put internal and external communications on a balance. It is recommended that further studies could be conducted on the impact of strategic external communication on world-leading multinational companies (MNCs)
2.	Kumari, N. (2012)	A Study of the Recruitment and Selection process: SMC Global Industrial Engineering Letters	The study did not highlight the reasons for organizational and employee choices of portals and referrals respectively, as preferred modes of recruitments. A detailed comparison of various other methods of recruitment is advised followed by a subsequent benchmarking with the two methods preferred by more other Organizations and their employees.
3.	Blasini, J. & Leist, S., (2013)	Success factors in process performance management	The authors would have presented readers with specific demerits of process performance management (PPM) and also provided what the standard best practices entail to enhance a good benchmark with their recommendations. Recommendations would have been appropriate to present specific examples of how and where best the PPM concepts have worked better as a basis for conviction.
4.	Grau1, C & Moormann1, J., (204)	Investigating the Relationship between Process Management and Organizational Culture: Literature Review and Research Agenda	Failed to highlight the considerable similarities between business process management (BPM) and organizational culture to enable readers appreciate better his postulation on the differences on the two concepts.
5.	Spitzer, D. R. (2007)	Transforming Performance Measurement: Rethinking the Way We Measure and Drive Organizational Success	As much as the author's work is appreciated, it would have been appropriate if there are standards that provide the template to guide inputs across board to mitigate unnecessary erroneous inputs is suggested.
6.	Falcone P. & Sachs, R., (2007)	Productive Performance Appraisals	The authors did not highlight if organizations that were used as case studies set out agreeable objectives prior to appraisal periods in order to guarantee mitigation of the nerve-wrecking confrontations.

Theoretical Underpinning

Theoretical review provides related eclectic postulations and analysis of the a theoretical frameworks for this study, using the Systems Theory (ST). This section would guide the readers to the ideological leanings of the Theorists including the associated alignments and critiques from authors on the theories.

Systems Theory

System theory was originally based on the postulations of who is regarded as one of the early fathers of general systems theory. The systems theory later carried popularity and was borrowed by experts in other fields such as Law, Religion, Sociology and Political Science.

Systems Theory could be considered a specialization of system thinking alternatively as a goal output of systemic actions and reactions. A central focus of the Systems theory is self-regulatory, i.e. the systems' self-correction through feedback. Self-regulating systems are found in nature, including to the physiological systems of our body, in local and global ecosystems, and in climate—and in human learning processes (from the individual up through international organizations like the United Nations.

Benchmarking performance appraisal from Internal Business Process (IBP) perspectives is very critical to establish a dashboard for milestones in employee key performance deliverables (KPDs). The IBP perspective, should be well spelt out to alley any employee's doubts about the organizational standards and expectations with regards to their performance and also tie same to their appraisals. This perspective elicits the mantra 'don't blame them if you don't train them'. Organizations have often times

over-emphasized results from employees with little or no regard for how much they understand the internal business process.

This is mostly observed during performance appraisal exercises, where unbalanced performance weights are attached to financial deliverables more than the IBP perspective. The Line Managers tend to easily forget that, the IBP perspective should rather have the most of the KPD weights because if an employee gets his processes and acts right, if most likely results into expected deliverables including the financials.

The system theory further states that a system is a whole that comprises many parts. In effect, the relationship between the constituent parts and the whole and their contribution towards the survival of the whole system is of utmost importance. Applying this to the public sector and the civil service in particular or different segments within it, it could be seen as a system or sub-system composing of individuals and groups whose effective performance or contributions lead to the attainment of the organizational goals.

The Systems Theory, apart from explaining the symbiotic interactions between institutional structures, it also has capacity to trigger pressures that drives the natural desire for change – (Civil Servants in this case) to one type of organizational performance appraisal that may be perceived to be a better one. Hence, the desire and the need for change even to a type of appraisal model that is capable of addressing inherent individual or organizational gaps and needs. This trend shall perhaps continue until the majority of staff get satisfactory performance appraisal models. To follow this line of thought, most organization's leadership, focus their attention from performance appraisal policies to factors that

consciously or unconsciously enhance or discourage performance, thereby stimulating reactions (positive or negative).

Goes further to examine through the adoption of performance appraisal, the contribution of individuals to the attainment of organizational goal and maintenance or sustenance of the existing status. In this sense, the theory postulates harmony rather than conflict between management and employees integration as against competition.

The theory has been criticized to be too abstract, pre-occupied with stability and categorized all variables into input, processing, output and feedback; this does not significantly diminish the adoption of the theory in human relations to understand performance appraisal system in public sector. Is widely recognized for his contributions to science as a Systems Theorist; specifically, for the development of a theory known as General System theory (GST). The theory attempted to provide alternatives to conventional models of organizations. GST defined new foundations and developments as a generalized theory of systems with applications to numerous areas of study, emphasizing holism over reductionism and organism over mechanism. Critical to GST are the inter-relationships between elements which all together form the whole.

The holistic nature of systems theory implies that organizational growth and the resulting associated change are inevitable. In other words, organizations must gravitate to either positive or negative changes because change is the only constant natural phenomenon. The type of change that would trigger multiplier effects in an organization could begin an individual or department. For instance, the need or desire to either retain the employment of existing professionals or for the organization to hire newly skilled professionals. This could result into migration from an existing performance appraisal system or model to another.

Systems theory is therefore adopted to enhance further examination of this research study because in a typical and characteristic self-regulating manner, organizational concepts, including performance appraisals, are dynamic, hence change becomes the only constant thing. Change could be orchestrated or triggered by several factors such as new knowledge, dissatisfaction with existing systems or even by mere association or socialization, etcetera

In the same manner, SPADEV as an existing performance appraisal system is currently grappling with enormous difficulties in the face of competing existing performance appraisal alternatives, both in the public and in the private sectors. It therefore becomes logical that if the Lagos State Government through its Civil Service wants to be ‘‘on the same page’’ or come to appreciable speed with the private sector, which she is meant to moderate, supervise and regulate, it is in her best interest to adopt improved or updated contemporary organizational models and strategies. For example, in the area of performance appraisal models in other not to be beaten in the organizational war-room.

Similarly, the fundamental inadequacies of SPADEV, has crystallized into yearnings and clamour by the Civil Servants for a change, hence the need for consideration of BSCO as an alternative to SPADEV performance appraisal model. However, there are associated shortcomings with the systems theory. The Systems Theory may not be adequately flexible to embrace rapid and recurrent agitations and probably reflect or project them as often as they are generated due largely to the strength of the agitations that would attract policy attention and subsequent conversion into output or policy.

This is because it is difficult for institutional policies to be as fluid or dynamic as the agitations that are generated at the informal individual or group levels. Hence agitations and pressures in the Systems Theory are mainly given attention mostly because they usually become burning or critical systemic issues and in some cases, some lives or valuable possessions would have been endangered or lost, thereby attracting institutional intervention and restructuring to address the concerns, which is usually the situation in organizations that care less.

Methodology

The study adopted the descriptive survey research method. The questionnaire survey instrument, review and analysis of literature as well as Key Informant Interviews (KII) were used to carry out the survey. The quantitative and qualitative data sources and collection methods were used in the study. The quantitative method dwells on the collation and articulation of data generated from the measuring (questionnaire) instrument, including the numerical measurement between variables, while the qualitative data focuses on the social processes that give rise to the relationships, interactions, and constraints of the research survey inquiries, including literature reviews and analysis. Part of the qualitative and quantitative values are to be captured in the responses of the sample population in the questionnaire data collection.

The rationale for this methodology is to enable the researcher make use of existing literatures, administer questionnaires and conduct guided interviews in order to arrive at appropriate findings.

Population Distribution, Sample Size and Sampling Technique

Table 10.1.1 Summary of Population Distribution, Sample Size and Sampling Technique of the Selected Ministries in the Lagos State Civil Service (CSC) and also the Office of Transformation, Creativity and Innovation (OTCI) and their sample sizes.

S/N	Ministry	Staff Strength	Sample size
1	Commerce, Industry and Co-operatives	228	11
2.	Economic Planning and Budget	233	12
3.	Education	451	23
4.	Environment	674	34
5.	Establishment, Training and Pensions	188	9
6.	Health	771	39
7.	Information and Strategy	263	13
8.	Justice	1434	72
9.	Physical Planning and Urban Development	838	42
10	Science and Technology	262	13
11.	Special Duties & Inter-Governmental Relations	102	5
12.	Wealth Creation and Employment	120	6
13.	Works and Infrastructure	1,185	60
14.	Youth and Social Development	655	33
15	Civil Service Commission	122	6
16	Office of Transformation, Creativity and Innovation	29	2
	Total	7,555	380

Source: Lagos State Public Service Commission / Survey Research (2016)

Table 8.1.2: Summary Table of Survey Instrument and Validity of Statistics

Variables	No. Of Items	Guttman Split-Half	Composite Reliability
Internal Business Process Perspective and Performance Appraisal	4	0.7405	0.7053

Source: Research Study 2017

It was proved that the questionnaire developed and used for Balanced Scorecard of Objective (BSCO) and Staff Performance Appraisal and Development (SPADEV) Reporting System in the Civil Service of Lagos State, Nigeria, was valid for the study.

Table 8.1.3: Reliability Test – Cronbach’s Alpha for Studied Variables

Variables	Cronbach’s Alpha Value
Internal Business Process Perspective and Performance Appraisal	0.7112

Source: SPSS Output Result 2017 9.0: Data Analysis

Two hundred and eighty (280) questionnaires were retrieved from the respondents and analysed using SPSS (Statistical Product and Service Solutions; Version 21) data analysis software. The total number of questionnaires retrieved represented approximately 5.5% or 20 questionnaires more than the calculated sample size. The findings of the primary and secondary sources of data were analyzed to determine the validity or otherwise of the research hypotheses.

Method of Data Analysis

Linear regression analysis was used to test the significance of the appropriateness of BSCO or SPADEV and performance appraisal. Data from the questionnaire were analyzed using descriptive statistics and inferential analyses ($P=0.05$). The study also used comparison of mean and paired t- test while data from the interview were content-analyzed. The summary of results of the research findings are as stated in the Table 9.1.1 and subsequent presentations as follows

Table 9.1.1: To Establish the Impact of Internal Business Process (IBP) perspective using the Balanced Scorecard of Objective (BSCO) as an alternative to Staff Performance Appraisal and Development (SPADEV) Reporting System in the Civil Service of Lagos State, Nigeria.

	N	Min	Max	Mean	Std. Deviation
SPADEV adequately measures my performance from the internal business perspective during appraisal exercises	280	0	4	1.43	.630
BSCO adequately measures my performance from the internal business perspective during appraisal exercises	280	0	4	3.62	.673
SPADEV system enhances the consciousness of my contribution to the organizational value-chain	280	0	4	1.43	.690
BSCO system enhances the consciousness of my contribution to the organizational value-chain	280	0	4	3.58	.736

Table 9.1.1 reveals that the respondents, with Mean=1.43 and SD=.630, specified that the SPADEV appraisal system adequately measures their performance from the internal business perspective during appraisal exercises, while on the other hand, the respondents, with Mean=3.62 and SD=.673, specified that the BSCO appraisal system adequately measures their performance from the internal business perspective during appraisal exercises. Similarly, the respondents, with Mean=1.43 and SD=.690, indicated that the SPADEV appraisal system enhances the consciousness of their contribution to the value chain-chain, compared to the respondents, with Mean=3.58 and SD=.736, who indicated that the BSCO appraisal system enhances the consciousness of their contribution to the organizational value-chain.

Table 9.1.2: Summary of Paired Sample T – Test of BSCO and SPADEV

Variables	N	SPADEV (Mean \pm SD)	BSCO (Mean \pm SD)	Mean Difference	t statistics	P. value
Establishing the impact of Internal Business Process Perspective using the BSCO and SPADEV in the Lagos State Civil Service	280	2.8345 \pm 1.118	7.2014 \pm 1.199	-4.36691	-34.974	.001

A paired-sample t-test was conducted to compare the effect of the use of BSCO and SPADEV in conducting performance appraisal in the Lagos State Civil Service. Results in Table 5.1.9 reveals that there was a significant difference recorded in the scores establishing and measuring the impact of appraising performance from the internal business process perspective using the BSCO (Mean=7.2014 \pm SD=1.199) and SPADEV (Mean=2.8345 \pm 1.118) methods of appraisal with a Mean difference=-4.36691, $t(278)=-4.36691$ and $p=.001$ in the Lagos State Civil Service.

Hypotheses Testing and Decision Rule

The pre-set level of significance for this study is 0.05. The null hypothesis assumes a negative or contrasting disposition to the positive impact of BSCO in the performance appraisal of the Lagos State Civil Service. The null hypotheses are embodiments of the statement that Internal business process perspective will not be effective on performance appraisal using the BSCO and SPADEV in the Lagos State Civil Service.

On the other hand, the alternative hypotheses assumes a positive disposition in the null hypothetical dispositions. On the whole, if the P-value (that is, the significance or the probability value) is less than or equal to the level of significance (which is 0.05), the null hypotheses will be rejected and the alternative hypotheses will be accepted.

Null and Alternate Hypothesis

The Null hypothesis are as stated below

H0: Internal business process perspective will not be effective on performance appraisal using the BSCO and SPADEV in the Lagos State Civil Service.

The Alternate hypothesis are as stated below

H1: Internal business process perspective will be effective on performance appraisal using the BSCO and SPADEV in the Lagos State Civil Service.

Results and Discussion of Findings

The synopsis of the analysis and findings of this study indicate that the respondents are of the opinion that, generally, regardless of the associated challenges, the implementation of the Balanced Scorecard of Objective (BSCO) in the Lagos State Civil Service is a better and more effective and efficient alternative instrument of performance appraisal model than the SPADEV system.

Through performance appraisal, organizations are capable of knowing the weaknesses and strengths of its employees in order to re-enforce the strengths and improve on the weaknesses for the overall benefit of the employees and the organization.

The content of the measuring instruments was developed to reflect the research objectives. The findings of the study in relation to the research questions and objectives are discussed below.

Restatement of Research Objective and Findings

To Establish the impact of internal business process perspective using the BSCO and SPADEV in the Lagos State Civil Service. The study established that the internal business process appraisal has a better impact in the BSCO method than in the SPADEV method in the performance appraisal of the Lagos State Civil Service. Establishing performance from the perspective of internal business process using the BSCO and SPADEV methods of appraisal in the Lagos State Civil Service Civil Service on a paired sample t-test revealed that SPADEV recorded a Mean \pm SD of 2.8345 ± 1.118 while BSCO recorded a Mean \pm SD of 7.2014 ± 1.199 , indicating a mean difference of -4.36691 , a t-statistics of -34.974 and a P value of $.001$. In addition, most of the respondents were of the opinion that understanding their organization's "internal business process" is an important aspect of their job.

Others further opined that the extent of knowledge of their organizational internal business process can have impacts on their job efficiency. In the same vein, most respondents believed that the degree of the knowledge of their organizational internal business

process can be measured. According to one of the respondents "employees need to understand what their organizations were created to achieve and how they deploy processes and procedures to achieve results". This is suggesting that it is not enough to understand what an employee or his department is meant to achieve but how to go about achieving those things appropriately so as to ensure optimal efficiency.

Results of correlation and regression analysis show that there is overall positive relationship of work performance with the performance appraisal and motivation of the employees. The result highlighted that this is applicable to both the private and the public sector in managing performance effectively. This is a kind of litmus test to ascertain the relationship between job motivation and performance at the work place based on international standards of performance management. One of the key litmus tests of measuring performance especially in the civil service is by measuring the employee's knowledge of internal business processes. This has become important and was expressed in the findings of the survey in the Lagos State Civil Service as majority of the respondents believed that the extent of employee's knowledge of internal business processes could not only impact on performance but could also be measurable during appraisals.

Further argued that the system where researchers of performance appraisal have adopted a cognitive approach to analyzing judgmental processes in performance appraisal, the system may allow researchers to tap a wealth of knowledge applicable to the appraisal context. This is also applicable in how much appraisal systems could judge employees understanding of their internal business processes. It was observed that most of the responses were favourable to the feasibility of measuring performance from the perspective of how much they understand their internal business processes. A respondent of the Ministry of Information and Strategy point out that without understanding the internal business process, it could impacting negatively on the outcome of performance as it may lead to failure to meet some important aspects of the employee's deliverables.

Conclusion and Recommendation

At this juncture, it would be appropriate to conclude on the position of the study and also proffer recommendations based on associated findings of the study.

Conclusion

Performance evaluation devoid of Internal Business process (IBP) perspective in the performance appraisal of the Lagos State Civil Service is entangled with difficulties despite undergoing series of bureaucratic, structural and administrative transformations ranging from the era of Confidential System, to the Annual Performance Evaluation Reporting system (APER), to the Staff Performance Appraisal and Development (SPADEV) reporting system, and to the current status where they are using the Revitalized SPADEV. Regardless of these transitions, performance appraisals were still replete with difficulties as the exercises usually measured traits rather than actual performances.

Nevertheless, the current performance appraisal system which is the revitalized SPADEV, has also failed to address performance appraisal from a balanced perspective. The current system is unable to measure performance from the BSC/BSCO quadrants (Financial, Customer, Internal Business process and Learning & Growth) of performance appraisal, amongst other deficiencies. In spite of these performance appraisal types and appraisal reforms, performance appraisal systems in the Lagos State Civil

Service are still not able to achieve the set objective of effectively measuring performance due largely to attitudinal and institutional challenges. Effective and efficient management of performance appraisal could still be achieved by ensuring that it does not merely measure traits but by connecting performance appraisal with appropriate rewards and positive customers perception with the use of objective criteria.

Performance appraisal exercises ought to be a recurrent cycle before performance management could be regarded as complete. This is because performance appraisals provide feedback on the employee's performance in the organizational value-chain. On the basis of the performance appraisal results or feedback, the organization can decide whether to promote, demote, transfer or terminate the employee. Pay increments and disciplinary actions can also be aligned to performance appraisals. Resources for rewards are allocated using performance appraisals feedback mechanism which facilitates communication flow, organizational diagnosis and development. The superiors and subordinates should both take each

Recommendation

Based on the findings of this study, recommendations were proffered to enhance the significance of the research exercise. The recommendations are as follows

Organizations (private and public) should establish internal operation mechanisms that would ensure to strengthen the quality assurance of its products and services and by extension guarantee the quality of the internal business process.

Organizations should set up periodic awards to deserving staff for recognizing error-free and or minimized errors in their internal business processes.

The appropriateness of the BSCO has been established by the study from eclectic perspectives in order to rectify the loopholes and challenges created by the SPADEV system. The BSCO method of performance appraisal should be adopted to ensure a better method of performance appraisal that is better than SPADEV in the Lagos State Civil Service.

There should be periodic trainings, re-trainings, and mock drills to ascertain the level of individual and organizational compliance to internal business process standards.

There should be quality assurance units and or departments with appropriate local, national and international certifications, who are saddled with the responsibility of the organization's internal and external compliance with their internal business processes.

The value and quality of measurement metrics attached to internal business process during performance appraisal exercises should be adjustable to recognize the expected employee KPDs from IBP [7-9].

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