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Performance Appraisal Systems and Institutional Effectiveness: Evidence from Administration Practices in Nigeria Immigration Service

Ibrahim Shehu, ibrahimbaita12345@gmail.com (*)

Department of Public Administration, National University of Nigeria, Abuja, Nigeria

Mark Ochala, mochala@noun.edu.ng

Department of Public Administration, National University of Nigeria, Abuja, Nigeria

Ngozi Nwogwugwu, nwogwugwun@babcock.edu.ng

Political Science and Public Administration, Babcock University, Ogun State, Nigeria

(*) Corresponding author

Abstract

General Background: Performance appraisal systems have become important mechanisms for aligning employee performance with organizational objectives and improving accountability within public institutions. **Specific Background:** The Nigeria Immigration Service has implemented performance management practices to strengthen operational efficiency, accountability, and service delivery; however, concerns remain regarding performance targets, monitoring processes, feedback mechanisms, and appraisal objectivity. **Knowledge Gap:** Limited empirical evidence exists regarding the relationship between planning and goal setting, monitoring and supervision, and institutional effectiveness within Nigeria's paramilitary administration. **Aims:** This study examined the relationship between performance appraisal systems and institutional effectiveness in the Nigeria Immigration Service, focusing on planning and goal setting as well as monitoring and supervision. **Results:** Using survey and documentary research designs, data were collected from senior, middle-level, and junior officers and analyzed through descriptive statistics and multiple linear regression. The findings revealed that planning and goal setting significantly contributed to institutional effectiveness, while monitoring and supervision supported accountability, compliance, feedback, and service delivery. **Novelty:** The study extends performance appraisal research to the context of a federal paramilitary institution by examining two key appraisal dimensions within the Nigeria Immigration Service. **Implications:** The findings suggest that objective, transparent, and continuous appraisal practices can strengthen institutional effectiveness and support improved performance management within public sector organizations.

Keywords: Performance Appraisal, Institutional Effectiveness, Goal Setting, Monitoring And Supervision, Nigeria Immigration Service

Key Findings Highlights:

Clear performance targets were associated with stronger organizational outcomes.
Supervisory activities supported accountability and procedural compliance.
Continuous evaluation practices contributed to improved public service delivery.

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Introduction

Performance appraisal systems around the world have evolved to be strategic human resource tools that are used to ensure that employee behaviour is consistent with the goals, standards and measurable outcomes of the institution [1]. In recent years, public institutions are moving away from traditional once-a-year confidential reporting towards a new style of performance management with a focus on setting clear objectives, key performance indicators, feedback, coaching and results-based accountability [2]. African public institutions regionally have been implementing performance appraisal reforms to resolve inefficiency, poor accountability and weak service delivery [3]. Nationally, the Federal Public Service (FPS) of Nigeria launched a Performance Management System (PMS) that will ensure that Ministries, Departments and Agencies (MDAs) operate in terms of output and outcomes [1]. According to the Office of the Head of the Civil Service of the Federation, the PMS guidelines give a step by step implementation process, clarify the roles and responsibilities of the institutions and also specify that departmental activities must align with the strategic goals of the MDAs.

The Nigeria Immigration Service is an integral part of the Paramilitary Administration of the State of Nigeria with functions in the area of border control, migration management, administration of passports and entry control and support for national security. The Service notes that it has been restructured into ten directorates and seven specialized units to meet the challenges of the modern day such as migration violations, improving entry control and transnational crime operations. The systems of performance appraisal in such kind of institution are expected to assist in planning and goal setting, monitoring and supervision, feedback, accountability and institutional effectiveness [4]. But there is not enough evidence to substantiate the effectiveness of planning and goal setting and monitoring and supervision in Nigeria Immigration Service. This is significant because appraisal systems in public organizations in Nigeria have been accused of being subjective, politicized, ineffective in providing feedback, and poorly implemented [5]. It is on this ground that the study investigates the impact of performance appraisal system on the effectiveness of the institution in Nigeria's paramilitary structure as a case study of Nigeria Immigration Service.

Problem Statement

The paper focuses on the impact of performance appraisal systems on institutional effectiveness of the Nigerian Paramilitary Administration with the Nigeria Immigration Service as a case study. It was driven by administrative issues like lack of performance transparency, ineffective supervision, deficient feedback, subjective assessment ratings and lack of correlation between assessment and institutional improvement. Such challenges are especially relevant to paramilitary bodies where the effectiveness of the institutions is dependent on discipline, responsiveness, operational coordination, accountability, efficiency in border-control and service delivery.

The Federal Government of Nigeria has introduced a change in the public sector, implementing PMS policy and guidelines to establish performance planning, key result areas, monitoring, review and performance improvement plans in MDAs [1,2]. The 2022 Federal Public Service PMS policy gives principles of PMS implementation, the PMS guidelines are for key result areas, key performance indicators, roles, timeline and appraisal responsibilities. However, empirical evidence reveals that appraisal systems in public organisations in Nigeria are frequently on the record but not in practice because of the lack of objectivity, rating error, politicization and personal bias [5]. In the Nigeria Immigration Service, effectiveness of the nation's immigration services is tied to the capacity of the officers and commands to meet the targets of the services in border-control, migration-management, passport-service and internal-administration.

Empirically, little is known about the specific impact of planning and goal setting, monitoring and supervision over institutional effectiveness in the administration of the paramilitary. A few recent studies have been conducted on appraisal system in civil service, universities, ministries and public sector agencies [5-14] but little study has been done on Nigeria Immigration Service particularly. The problem statement is thus to determine the impact of performance appraisal system on the effectiveness of the Nigeria Immigration Service (NIS) Nigeria.

The general goal of the study is to analyse the impact of performance appraisal system on the effectiveness of Nigeria's paramilitary administration (NIS) in Nigeria. Specific objectives are to: observe the impact of planning and goal setting on the effectiveness of the institutional Nigeria Immigration Service; ascertain the impact of monitoring and supervision on the effectiveness of the institutional Nigeria Immigration Service.

What is the level of planning and goal setting to institutional effectiveness in the Nigeria Immigration Service? How does monitoring and supervision impact on institutional effectiveness in Nigeria Immigration Service (NIS)?

The following hypotheses were formulated to direct the study: H01: Planning and goal setting has no significant effect on institutional effectiveness in the Nigeria Immigration Service. H02: There is no significant effect of monitoring and supervision on the effectiveness of institutions in the Nigeria Immigration Service.

2. Literature Review

Performance Appraisal System: Performance Appraisal System is defined as "A structured human resource process with the help of which an organization assesses the performance of its workers against agreed targets, standards and institutional expectations" [6]. It is said to be a systematic process of evaluating work behaviour and identifying performance deficits and enhancing how employees contribute to the goals of the organisation [5]. Performance appraisal can be defined as the systematic process of reviewing employee's performance for the purpose of giving feedback, promotion, training, reward etc. to improve the institution [7]. It is a way in which the actual performance is compared with the desired performance standards by supervisors and institutions [2]. Performance appraisal is known as a management tool to link individual performance to the effectiveness of the organisation [8]. Also a mechanism for achieving performance improvement, by connecting planning, goal setting, monitoring, supervision and feedback with the delivery of services [9].

Based on the above definitions, this study defines performance appraisal system as a systematic and continuous process that involves planning, monitoring, supervising, evaluating, and modifying employee work behavior so that the effectiveness of the institution is improved. Performance appraisal in Nigeria Immigration Service is significant because in the institution officers are under a disciplined paramilitary setting where goals, supervision and accountability directly influence the performance level of the institution.

Institutional Effectiveness: Institutional effectiveness is the ability of an organization to successfully attain its goals, provide quality services, utilize resources efficiently and meet stakeholder expectations [10]. It is defined as the degree in which an institution is able to convert human, material and administrative resources into desired outputs and outcomes [11]. The effectiveness of institutions is the capacity of an organization to meet performance targets by means of good planning, coordination, supervision and accountability [12]. It is a process in which institutions coordinate internal systems, individuals' performance and strategic goals for better service delivery [13]. Organizational success as measured by productivity, responsiveness, transparency, innovation and stakeholder satisfaction is termed as institutional effectiveness [14].

Based on the summary of the above definitions, this study defines institutional effectiveness as the capacity of the Nigeria Immigration Service to accomplish its operations, ensure accountability, enhance the service delivery, promote effective frontier-control and perform its duties effectively on administration and security issues. Disciplined goal setting, reliable monitoring and effective supervision are necessary if an institution is to be effective in the administration of a paramilitary system.

2.3 Theoretical Framework: Goal-setting theory was used as the theoretical framework. This theory was first stated by Edwin Locke (1968) and then developed by Locke and Latham [15]. The underlying principle of the theory is that the setting of specific, measurable and ambitious goals results in better performance if employees have a clear idea of expectations, and is given feedback about their progress [15]. The theory suggests that the setting of clear, accepted, monitored goals leads to better performance, as well as commitment and institutional outcomes [15]. The fundamental tenets of the study are that institutional goals are necessary to make officers better, supervisors must monitor progress, and feedback must be given

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to correct deficiencies in performance. Despite its flaws of focusing too much on measurable goals and too little on contextual issues such as politics, scarcity of resources and institutional culture, the theory is still relevant to this study because Nigeria Immigration Service's performance appraisal involves planning, goal setting, monitoring, supervision and feedback.

The second study [3] was an empirical study on performance management systems and service delivery in the public sector of Nigeria using the Federal Civil Service Commission, Abuja as focus and studied the effect of performance management system on service delivery in the public sector. The study has been conducted by survey research design. The population consisted of the Commission's civil servants. The questionnaire was used to collect the data and descriptive statistics and correlation analysis was used to analyze the data. The study found that the level of practice of PMS implementation was moderate and was significantly correlated with the effectiveness of the organization and also practices of performance appraisal were found to have a strong positive correlation with employee productivity. The study suggested that the goal should be set more clearly, feedback and the implementation of appraisal should be done regularly.

Ataide [9] also carried out a study on the impact of performance management system on the productivity of personnel in the Akwa Ibom State Civil Service. This study was a survey study. The population included state civil service workers. The questionnaires were used to collect data, which were analyzed by descriptive and inferential statistics. The study showed that there was a positive impact on productivity because of the use of performance planning, performance review and evaluation mechanisms. The study called for performance targets to be set and reviewed regularly.

The study by Sakpere [5] evaluated the effectiveness of employees' performance appraisal in the Nigerian public sector. Empirical survey design was used in the study. The population consisted of the staff in selected MDAs at top, middle and lower levels. Questionnaire was used to collect the data and analyzed by regression analysis. The study found that despite the presence of annual review, performance review, self-appraisal and 360-degree appraisal in the public sector, they are frequently not effectively implemented because of bias, rating errors and politicization. Objective measures, training of supervisors and administration of appraisal process were recommended in the study.

In a similar study Arimie [6] evaluated employee performance appraisal in public organizations of Nigeria and career advancement. Qualitative research design was used in the study. The population consisted of public organisations in Nigeria. Data obtained from secondary sources were analysed descriptively. The research found that, indeed, performance appraisal is a key factor in career progression, yet subjectivity, lack of feedback, and lack of clarity are common factors that undermine its effectiveness. The study suggested fairness and transparency, and better linkage with the results of the appraisal and career decisions.

Okolie [7] carried out a study on performance appraisal and employee job performance in Edo State Internal Revenue Service, Benin City, Nigeria. This study was done using the survey research design. The crowd was of revenue officers. Structured questionnaire was used for data collection and regression analysis was used for data analysis. The result of the study showed that performance appraisal has significant effect on employee job performance in the case of clear performance criteria and giving the feedback. The study suggested participative appraisal and on-going feedback.

Adebayo [13] investigated monitoring and supervision in the promotion of effectiveness in the institution of Colleges of Education. Documentary analysis was used as the method in conducting the study. The population consisted of teacher education institutions. The data was obtained from conceptual and empirical sources and analyzed with a descriptive analysis. The study found that effective monitoring and supervision contributes to academic quality and accountability/institutional effectiveness. The study suggested frequent monitoring, professional development and accountability-based monitoring.

Another study conducted by Ogunode [12] evaluated supervision of higher institutions in Nigeria, focusing on challenges and way forward. Qualitative/documentary design was used in this study. Higher institutions in Nigeria were targeted as the population. Data collection was done by secondary sources and data analysis was done by content analysis. The study found that proper monitoring increases accountability, standards and institutional performance, whereas, weak supervision negatively impacts institutional quality. The study advised for good funding, supervision capacity, and adherence to standards.

A related study done by Steve-Beke, Akosubo-Ogori and Egemuze-Paul (2011) [11] measured the effectiveness of the leadership in tertiary institutions using the concept of quality assurance. This study used descriptive research design. The population consisted of tertiary institutions. Secondary and institutional sources were used to obtain data and the data obtained were analyzed descriptively. The study showed monitoring and supervision are important means for quality assurance of institutional effectiveness. Study findings included the ongoing need for monitoring, enforcement of compliance and leadership commitment.

Alasomuka [10] conducted a similar study on the institutional effectiveness: A product of leadership and management in public universities in Rivers State. Survey research design was used in this study. The population included university personnel. Questionnaire was used for data collection and descriptive statistics was used for analysis. The study found there are factors of planning, leadership support, supervision and management dynamics that affect the institutional effectiveness. This study suggested that more monitoring, strategic planning and accountability for performance should be carried out.

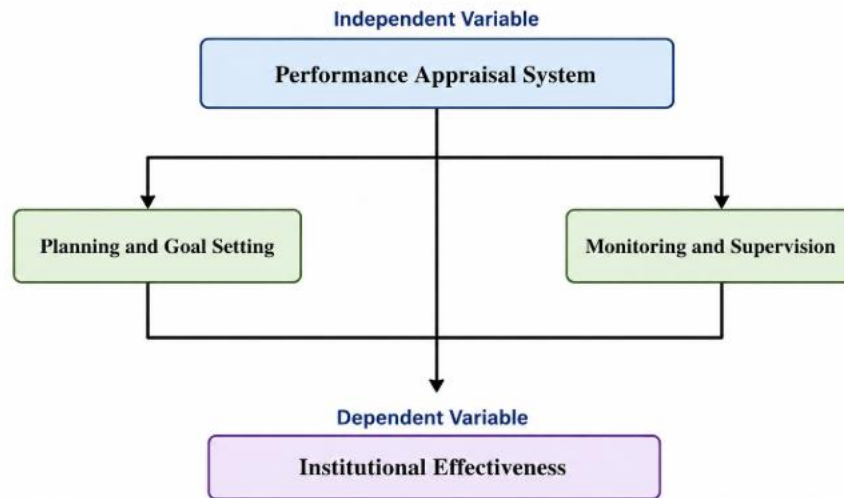
A research was conducted by Newport International Journal [14] on the study of organisational culture on employee work behaviour and performance of Nigeria Immigration Service, Enugu from 2015-2022. The study was designed as a mixed-methods approach (interviews, questionnaires, statistical analysis). The population consisted of the officers of the Nigeria Immigration Service, Enugu. The study indicates that the employees behaviour and performance were affected by the motivational factors, leadership style and work environment. Positive Organizational Culture, Effective Leadership and Improved work Environment were recommended as the study recommendations. This study is applicable because it gave the researcher first-hand information from the Nigeria Immigration Service (NIS) without concentrating on performance appraisal system.

The above study (Nwambuko [3] on Performance Management Systems and Service Delivery in the Federal Civil Service Commission, Abuja) is different from the current study as it was conducted in the Civil Service, while the present research is in the Paramilitary Administration. The present study is on the Nigeria Immigration Service and institutional effectiveness while Ataire [9] studied PMS in Akwa Ibom State Civil Service and productivity. While the dimensions of appraisal effectiveness have been explored by Sakpere [5] in selected MDAs, the current study only investigated the dimensions of planning and goal setting and that of monitoring and supervision. Arimie [6] studied appraisal and promotion in the workplace, and the study of the current study was on institutional effectiveness. This study concentrates on a federal paramilitary institution whilst Okolie [7] studied Edo State Internal Revenue Service. The present study is mainly on paramilitary administration while Adebayo [13] and Ogunode [12] concentrated on educational institutions and Steve-Beke et al. [11] and Alasomuka [10] paid attention to educational institutions. The study by Newport [14] focused on the organizational culture in the NIS, without examining appraisals-system proxies. Hence, the current study attempts to bridge the gap by examining the impact of planning and goal setting on the effectiveness of institutions in the Nigeria Immigration Service as well as the impact of monitoring and supervision on the effectiveness of institutions in the Nigeria Immigration Service.

Research Model

Fig. 1:

Research Model Showing Performance Appraisal System and Institutional Effectiveness



Source: Adapted from Locke and Latham [15], OHCSF PMS Guidelines [2], and Sakpere [5].

From the model, it was shown that performance appraisal system is the independent variable and institutional effectiveness is the dependent variable. Planning and goal setting, monitoring and supervision are two measures of the independent variable. Planning and goal setting is the process of establishing institutional goals, officer roles, anticipated outcomes, milestones, key result areas and measurable performance indicators. In Nigeria Immigration Service, this can involve objectives such as: Passport processing, Border surveillance, Migration control, Document verification, Discipline, Reporting and Administration responsiveness. Monitoring and supervision are the ongoing activities engaged in to keep track of performance, observe work behaviour, correct deviations and ensure compliance of work with the institutional standards. The model posits an increase in effectiveness of the institution when appraisal goals are clear and supervision is continuous. The effectiveness of institutions is evidenced in service provision, accountability, and efficiency of operations, responsiveness and fulfillment of statutory duties.

3. Research Methods

The study used survey research design and was supplemented by documentary. Survey design was adopted because it enabled the researcher to elicit quantitative response from the officers of the Nigeria Immigration Service on the effect of appraisal-system practices on the effectiveness of the institution. Documentary design was used because PMS policy documents, institutional reports and empirical journal sources also were used. The target population for the study comprised of senior officers, middle level officers and junior officers of the Nigeria Immigration Service. Senior officers were relevant as they are part of the policy implementation and appraisal review. The middle-level officers were relevant because they supervise the operational units and monitor the performance. Junior officers were pertinent because they directly experience the impacts of goal setting and monitoring and are appraisal victims.

Sample size was determined based on Krejcie and Morgan's Sample Size Determination Principle. The respondents were stratified into three categories, namely senior, middle and junior officer and simple random sampling method was used to select the respondents from each category. This was suitable because the Nigeria Immigration Service has hierarchical ranks and administrative units.

The data for this study was obtained from the primary and secondary sources. The data were collected using structured questionnaires handed over to officers of the Nigeria Immigration Service. The secondary data was obtained from academic journals, Federal Public Service PMS Policy, PMS Guidelines, and Institutional information from the Nigeria Immigration Service. Data collecting techniques were questionnaire administration and documentary review. The questionnaire was designed along five Likert item response scales: Strongly Agree, Agree, and Undecided, Disagree and Strongly Disagree.

The validity of the study was evaluated through content and expert (face) validations with experts in public administration and human resource management. Reliability was determined by pilot testing and the minimum expected Cronbach's Alpha was 0.70. Descriptive data were presented in form of frequencies, mean and standard deviation whereas inferential statistics was used in analyzing data. Multiple linear regressions at 5% level of significance was used to test the hypotheses. SPSS version 27 was used for the analysis of the data.

Model Specification

The multiple linear regression models are stated as:

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + e$$

Where:

Y = Institutional Effectiveness

β_0 = Constant/intercept

β_1 – β_2 = Coefficients of independent variables

X₁ = Planning and Goal Setting

X₂ = Monitoring and Supervision

e = Error term

4. Result And Discussion

Table 1: Descriptive Analysis of Planning and Goal Setting

S/N	Statement	Mean	Std. Dev.	Decision
1	Performance targets are clearly communicated to officers.	3.91	0.74	Agreed
2	Officers understand their appraisal goals before evaluation.	3.86	0.81	Agreed
3	Departmental goals are linked to institutional objectives.	4.02	0.69	Agreed
4	Goal setting improves officers' commitment to assigned duties.	3.95	0.77	Agreed

Source: Field Survey, 2026.

Data from the respondents showed mean values ranging from 3.86 to 4.02, indicating agreement that planning and goal setting influence institutional effectiveness. The standard deviation values also show moderate consistency in responses. This implies that clear goals, communicated

targets and linkage between officer responsibilities and institutional objectives improve performance in the Nigeria Immigration Service.

Table 2: Descriptive Analysis of Monitoring and Supervision

S/N	Statement	Mean	Std. Dev.	Decision
1	Supervisors regularly monitor officers' performance.	3.88	0.83	Agreed
2	Supervision helps correct poor performance.	4.01	0.71	Agreed
3	Monitoring improves compliance with institutional procedures.	4.07	0.68	Agreed
4	Supervisory feedback improves institutional service delivery.	3.94	0.79	Agreed

Source: Field Survey, 2026.

Data from the respondents showed mean values ranging from 3.88 to 4.07, suggesting that monitoring and supervision are important for institutional effectiveness. The result implies that regular supervision, corrective feedback and compliance monitoring strengthen accountability and service delivery in the Nigeria Immigration Service.

Regression Analysis

Table 3: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	0.781	0.610	0.604	0.421	1.932

Predictors: Planning and Goal Setting; Monitoring and Supervision. **Dependent Variable:** Institutional Effectiveness.

The model shows a strong correlation of 0.781 between the predictors and institutional effectiveness. About 61.0% of the variance in institutional effectiveness is explained by the model. The adjusted R² of 0.604 confirms a good model fit, while the Durbin-Watson statistic of 1.932 suggests no serious autocorrelation in the residuals.

Table 4: ANOVA

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	85.426	2	42.713	241.118	0.000
Residual	54.721	309	0.177		
Total	140.147	311			

Dependent Variable: Institutional Effectiveness.

Predictors: Planning and Goal Setting; Monitoring and Supervision.

The overall ANOVA model is statistically significant, with F-value of 241.118 and p-value of 0.000. Since the p-value is less than 0.05, the model is statistically suitable for explaining the effect of performance appraisal systems on institutional effectiveness.

Table 5: Coefficients

Model	Unstandardized Coefficients B	Std. Error	Standardized Beta	t	Sig.
Constant	0.682	0.214	—	3.187	0.002
Planning and Goal Setting	0.431	0.058	0.452	7.431	0.000
Monitoring and Supervision	0.389	0.061	0.411	6.377	0.000

Dependent Variable: Institutional Effectiveness.

The constant has an unstandardized coefficient of 0.682 and standard error of 0.214. Hypothesis one result indicates that planning and goal setting has an unstandardized coefficient of 0.431 with a standard error of 0.058, a beta value of 0.452, a t-value of 7.431 and a p-value of 0.000. The p value is below 0.05 and the null hypothesis is rejected. Thus, Planning and Goal setting are very influential to the effectiveness of institutions in the Nigeria Immigration Service.

The result of hypothesis two shows that monitoring and supervision have an unstandardized coefficient of 0.389, standard error of 0.061, beta value of 0.411, t-value of 6.377 and p-value of 0.000. The p value is < 0.05 so the null hypothesis is rejected. Hence, the impact of monitoring and supervision on the effectiveness of institution in Nigeria Immigration Service cannot be overemphasized.

5. Discussion

The result of hypothesis one showed that the t-value is 7.431 and p-value is 0.000 which is less than the assumed value of 0.05. The finding indicates that planning and goal setting has a strong impact on the effectiveness of the institution in Nigeria Immigration Service. The result is consistent with Nwambuko [3] who established the relationship between PMS implementation and appraisal practices and organizational effectiveness and employee's productivity in the public sector of Nigeria. It also concurs with the findings of Ataide [9] which found that the performance planning and review enhances civil service productivity. This was in line with goal setting theory that states that goals should be clear, explicit and measurable to enhance employee's performance and organizational results [15].

Based on the findings of hypothesis two, the t value was found to be 6.377, while the p value was 0.000 which is below the 0.05 estimated p value. The result indicates that the monitoring and supervision has a strong impact on the effective performance of the institution in Nigeria Immigration Service. This is in line with the findings of Adebayo [13] which showed that monitoring and supervision help to create a sense of accountability and effectiveness in institutions. It also contributes to Ogunode [12] who stated that good supervision leads to good standards, good compliance and good institutional performance. The Federal PMS guidelines, which include monitoring, roles and responsibilities, timelines and performance improvement as key components of PMS, further validate the finding. [2]

6. Conclusion

Based on the results of the study, the conclusion was that performance appraisal systems greatly impact the effectiveness of institutions in the Nigeria Immigration Service. It also found that planning and goal setting enhances institutional effectiveness as it enables them to define expectations, targets and responsibilities. This study also found that monitoring and supervision contribute to more effective institutions, bolster accountability and feedback, and promote compliance and service delivery. Thus both objectives of the study were fulfilled.

In view of the above, it is recommended that:

The Nigeria Immigration Service needs to improve upon planning and goal setting by making the officers appraisal targets specific, measurable, attainable, relevant and time bound.

2. The Nigeria Immigration Service should make it a culture to monitor and supervise continuously, while providing periodic feedback, supervisory coaching and performance improvement plans.

Contribution to Knowledge

The study is a contribution to knowledge as it makes a connection between performance appraisal system and the effectiveness of institutions within the Nigeria Paramilitary administration. It goes beyond the traditional civil-service and educational appraisal literature to explore the Nigeria Immigration Service and two appraisal proxies, planning and goal setting; and monitoring and supervision.

Practical Implications

The study suggests that, in the Nigeria Immigration Service (NIS), the effectiveness of the institution can be enhanced if the annual appraisal is not

regarded as a mere annual ritual but a continuous mechanism for planning, monitoring, feedback and accountability and performance enhancement.

Ethical Considerations

Ethical principles investigated included informed consent, confidentiality, consent to participate and responsible use of data. Respondents were informed about the purpose of the study and assured that their responses are going to be used for academic purposes only. It was a voluntary participation and respondents were allowed to withdraw any time. The analysis did not include any personal identifiers. Data was provided in an aggregated format to maintain respondents' anonymity. There was no answer manipulation and all sources have been properly cited in IEEE style..

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