

ABSTRACT

Performance appraisal is an important tools in any organization to evaluate their employees' productivity and organizational performance. The specific problem is that many organisations pay little or no attention to performance appraisal in their various organisations which hinder the employees' productivity which also affect the performance of the organisation as well. The broad objective is to examine performance appraisal and employees' productivity. The specific objective is: to appraise the extent to which management by objective (MBO) is influenced by Training and development, to investigate the effect of MBO on Employees commitment, to assess the impact of feedback on Training and Development, to examine the relationship between feedback and Employees commitment. The sampled population of 156 was selected using simple random sampling from staff of Lubcon oil. The findings of the study show that the R (0.873) and adjusted R square of 0.762 values depict that performance appraisal have significantly affect employees productivity of Lubcon oil. This implies that the proportion of variation in the dependent variable is explained by the regression model. The study however, concluded that performance appraisal has a link with employees' productivity that will lead to organisation performance. The study recommended that the government should enact a law for performance appraisal in all organisations, so as to identify the needs of the employees' in other to be more productive.

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CHAPTER ONE

INTRODUCTION

1.1 Background to the Study

In every business organization, the performance of the employees is important in achieving organizational goals. The success of every business organization can therefore be attributing to performance appraisal. Performance appraisal is one of the basic tools that make workers to be very effective and active at work. A critical look out on this may bring about the need for motivation, allowances, development, training and good human relationship in an organization. The output of every organization depends on how well and how much the performance of the employee is appraised and evaluated.

Great manpower can create a good organization and productive employees can contribute effectively in organization. Motivated employees help organization to achieve its goals. Hence, the organization should continuously ensure that motivation of employees boost timely. Performance appraisal doesn't benefit only employees, Organization that utilization the consequences of performance appraisal to distinguish zones of quality and opportunity can profit also. Performance appraisal can provide a sign of zones of training need and in addition provide direction for initiative advancement, performance improvement and succession planning. The present emphasis is on supervision of employees or the manager who should make a decent attempt to assist their subordinate with achieving organization and individual roles appointed by performance appraisal programs. Performance Appraisal is the systematic evaluation of the performance of employees and to understand the abilities of a person for further growth and development. Performance appraisal serves as a motivational force that helps employees for greater performance.

Performance appraisal is one of the most common management practices utilized in all organizations worldwide. Each and every company utilize performance appraisal as a tool for getting knowledge about the employee and take effective decisions about specific employee. A performance appraisal (PA), additionally known as a performance evaluation, performance review, (career) development discussion. Employee appraisal is a method by which the job performance of an employee is reported and evaluated. it can be depicted more productive and less proficient

employees systematically and discover the proper training need to improve the employees performance. In short, performance appraisal is an estimation of how well somebody performs job-relevant tasks.

Performance Appraisal (PA) is a part of Human Resource Management and it is one of the most important functions of HR managers. It includes identifying, measuring, influencing and developing job performance of employees in the organization for set norms and standards for a particular period of time in order to achieve various goals and Objectives. Employees should be committed towards set targeted desired, standards of job performance and they should improve job performance for long term sustaining profitable growth. These involve getting optimum use of the available knowledge, skills and abilities in the workforce to optimize employee productivity and give an organization a competitive advantage.

The motivation behind of performance appraisal is to assess employees" performance as unbiased as possible. The results of the performance appraisal are used in setting the direction for the individual performance development by bringing out both performance strengths and weaknesses and subsequently developing action plan to facilitate the desired development. A well planned performance appraisal system ought to create criteria for successful performance, give performance feedback and empower a fairer reward system. Aside from this if performance appraisal system is fail so it's give unhealthy environment of work, less satisfied employees, grievance in employees etc., and its directly effect on employees as well as organization performance.

Manager of every organization have responsibility to motivate their employees for better job performance. A proper goals and objectives setting for employees provide them performance rewards timely and performance appraisal feedback to enhance their skill and knowledge help to improve employee's productivity on their work place. Employees" productivity can be check by quality of services of employees and employees output appraisal.

Performance appraisal is done to assess the employee's contribution to the organization and determine what remedies the employer takes.

The organization use MOB (Management by Objective) Method for performance appraisal in their organization. The use of management objectives was first widely advocated in the 1950s by the

noted management theorist Peter Drucker. MBO (management by objectives) methods of performance appraisal are results-oriented. That is, they try to quantify employee performance by inspecting the degree to which predetermined work objectives have been met. Generally, the objectives are built up mutually by the supervisor and subordinate. An important part of the MBO is the measurement and the examination of the employee's real performance with the standards set. Preferably, when employees themselves have been included with the goals and objective setting and picking up the right course of action to be followed by them, they will probably satisfy their duties.

1.2 Statement of Problem

The basic aim of every business organization is to achieve its objectives, goals or targets successfully. In order to achieve this, there is the need to focus on performance appraisal. Performance appraisal is not only considered to have a positive influence on performance of employees in an organization (Bargozzi, 1980), but also may have a negative impact on motivation, role perceptions, and turnover if it is poorly designed or administered (Churchill et al. 1985). Performance appraisal should be linked to attractive incentive to employees, enabling workers to demonstrate higher productivity. Most organizations in the competitive market fail since their workers perform below standard for they are not encouraged to work harder. Managers and employees are the life blood of every business organization. If management does not invest much into the welfare of their workers, problems are bound to arise leading to industrial strike actions, low commitment to work, low morale and low productivity of goods and services. Attractive appraisal systems are established by some business organizations to help motivate their employees to strive hard to be recognized and rewarded. Once employees are motivated, their performance reflects on productivity. Employees strive hard by pooling together skills, knowledge and efforts to achieve maximum output.

This study therefore sought to investigate the effect of performance appraisal on employees' productivity through criteria, performance appraisal feedback and rewards given to staff on employee productivity in Lubcon Oil, Ilorin.

1.3 Objectives of the study

The broad objective is to examine Performance appraisal on employees' productivity. The specific objectives are stated below

- i. To appraise the extent to which management by objective (MBO) is influenced by Training and development
- ii. To investigate the effect of MBO on Employees commitment
- iii. To assess the impact of feedback on Training and Development
- iv. To examine the relationship between feedback and Employees commitment

1.4 Research Questions

The study is driven by the following research questions

- i. To what extent does MBO contribute to training and development?
- ii. To what extent does MBO affect Employees commitment?
- iii. In what ways can feedback improve Training and Development in LUBCON OIL?
- iv. What are the extent of relationship between feedback and Employees commitment?

1.5 Research Hypotheses

The following hypotheses will be formulated for the study

H01: MBO does not have any significant effect on training and development among staff of Lubcon Oil, Ilorin, Kwara State.

H02: MBO has no significant effect on Employees commitment among staff of Lubcon Oil, Ilorin.

H03 Giving feedback has no significant effect on training and development, among the staff of Lubcon Oil, Ilorin Kwara State.

H04: Giving feedback play no significant role on employees commitment, among the staff of Lubcon Oil, Ilorin, Kwara State

1.6 Significance of the Study

Performance Appraisal Management plays a vital role in employees' productivity of the organizations. It is therefore important to identify the significances of the research work which are subdivided as:

The human resource department of (LUBCON Oil) Nigeria will benefit from the awareness that will be created in addressing the impact of performance appraisal on employees' productivity.

The findings of this research serve as a guide for Lubcon Oil to develop a proper performance appraisal in order to improve the productivity of their employees and organization performance.

The findings of the study enable proper Performance appraisal for their employees which leads to effective customer value in organization.

The study helps other people and students who might wish to carry out other researches in the field

1.7 Scope of the Study

The research work focus on the employees of Lubcon oil in Kwara state. There are many dimensions to Performance appraisal, however, the study focus on Staff training, reward and feedback The study will examined the activities of staff in Lubcon oil in relation to performance appraisal for the period of 2015 - 2020

1.8 Operationalization of Variables

The dependent variable in this study is the employee productivity, while the independent variable is performance appraisal.

Examining the impact of performance appraisal on employee productivity as the topic has the following constructs: dependent constructs as employee productivity and independent as performance appraisal:

Where Y is a dependent variable,

Where X= independent variable

X= Performance Appraisal

Y= Employee Productivity

Therefore, from these equation employees' productivity depends on Performance Appraisal.

X1 = Management by Objective

X2 = Feedback

X3 = Promotion

Y1 =Training and Development

Y2= Trade Union

Y3= Employees Commitment

Management by Objective

Feedback

Training and Development

Employees commitment

CHAPTER TWO

LITERATURES REVIEW

2.0 Introduction

The study aims at deterring effect of performance appraisal and employee's productivity in LUBCON OIL, This Chapter provides a conceptual review, related theories and analyzes empirical studies.

2.1 Conceptual Review

2.1.1 Performance Appraisal

Performance appraisal can be viewed as the process of assessing and recording employee performance for the purpose of making judgments about employee that leads to decision (cook and Crossman, 2004).performance appraisal may be understood as the assessment of an individual's productivity in a systematic way, the productivity being measured against such factors as job knowledge, quality and quantity of output, initiative leadership abilities, supervision dependability, cooperation, development, versatility, health and the likes (DeeWall 2004).

Performance appraisal is a structured and formal interaction between a subordinate and supervisor, that usually takes the form of a periodic interview (Annual or semiannual). In which the work performance of the subordinate is examined and discussed with a view of identifying weakness and strengths as well as opportunities for improvement and skills development (Gabris & Ihrke, 2000).

Rao (2005) argues that performance appraisal is a method of evaluating the behavior of employees in the work place, this normally including both the quantitative and qualitative aspects of job performance. It helps to identify and overcome the problems faced by the employees in their work (Mackey & Johnson, 2000). Although it has many benefits for the organization, Nurse, (2005); states that performance appraisal has the equal probability of having a bad influence on the organization as well as on employee performance.

According to Kuvaas, (2006); performance appraisal or employee appraisal is a method by which the job performance of an employee is evaluated generally in terms of quality, quantity, cost and time typically by the immediate line manager or supervisor. A performance appraisal is a part of the process of guiding and managing career development in both private and public sectors. It involves the task of obtaining, analyzing and recording information about the relative worth of an employee to the organization. Accurate appraisals are crucial for the evaluation of recruitment, selection, and training procedures that lead to improved performance. Appraisals can determine training needs and occasionally, counseling needs. They can also increase employee motivation through the feedback process and may provide an evaluation of working conditions, thus, improving employee productivity, by encouraging the strong areas and modifying the weak ones.

When effective, the appraisal process reinforces the individuals' sense of personal worth and assists in developing his/her aspirations.

According to Maud, (2001); Performance helps firms, industries and nations to achieve sustainable competitive advantage. Industry is a thrust area for countries in their quest for competitiveness. It must be noted that banks which have maintained the momentum of continuous growth, and profitability showed better ratio of manpower effectiveness. Each element has crucial sub-components which serve as building blocks for productivity, (Rao, 1994).

To thrive or survive, organisations need to continuously improve quality, attract more customers, and become more cost conscious. In other words, Lubcon need to better manage their PA and increase Employee productivity. Over the years, there are many practices, tools, techniques, systems, and philosophies that aim to help organizations to gain the competitive advantage of higher performance.

2.1.2 Employees Productivity

In organizational content employees productivity usually defined as the extent to which an organizational member contributes to achieving the goals of the organization (Greenberg 1996)

Mathias & John (2003) defined employee productivity as a measure of the quantity and quality of work done. Considering the cost of the resources used, Mcnamara (2003) further states that results are usually the final and specific outputs desired from the employee. Results are often expressed

as products or services for an internal or external customer. They may be in terms of financial accomplishments, impact on a community, and so whose results are expressed in terms of cost, quality and quantity or time.

Employee Productivity could include: quality of output, timelines of output, Presence at work and cooperativeness (Bernardin, 2007). Employee productivity could be simply understood as the related activities expected of a worker and how well these activities were extended.

2.1.3 Management by Objective

Management by Objectives Method: MBO (or management by objectives) is a technique credited to management guru Peter Drucker, to describe a method of performance management that is based on the setting of clear and measurable objectives, and the use of those objectives to evaluate and review performance. When done correctly, MBO is probably the best and fairest way to plan for and create effectively performing employees (Drucker, 1954). The principle behind Management by Objectives (MBO) is to make sure that everybody within the organization participate in goals setting, has a clear understanding of the aims, or objectives of that organization as well as awareness of their own roles and responsibilities in achieving those aims. The complete MBO system is to get managers and empowered employees acting to implement and achieve their plans, which automatically achieve those of the organization.

MBO Strategy: Three basic parts

1. All individuals within an organization are assigned a special set of objectives that they try to reach during a normal operating period. These objectives are mutually set and agreed upon by individuals and their managers.
2. Performance reviews are conducted periodically to determine how close individuals are to attaining their objectives.
3. Rewards are given to individuals on the basis of how close they come to reaching their goals.

According to McNamara (2000) in MBO, management and employees work together to set goals with the intent of helping employees to achieve continuous improvement through an ongoing process of goal setting, feedback and correction. As a result of their input, employees are much

more likely to be motivated to accomplish the goals and to be responsive to criticism that arises from subsequent objective measurements of performance.

2.1.4 Reward

The use of reward has been an essential factor in any company's ability to meet its goals. In every establishment of organization, especially in the public sectors, it becomes imperative to have the goal and objectives clearly stated meaning that employer has to give detailed description of each person's role (Schraeder, Becton & Portis, 2007), communicate that role to them in a concise manner (Mone & London, 2010), and adequately reward or correct their performance (Macey, Schneider, Barbera & Young, 2009). If a company is just developing its appraisal system without a baseline performance to reward accordingly, there is likely to be a problem from the side of the employee which will in turn affect the goal of the organization in general. Appraisals are often developed mostly in the public sectors to reward or recognize employee(s) for a job well done. This kind of motivation for high performers also serves as a challenge for the low performers.

2.1.5 Promotion

It has been a culture in Nigeria public sectors that when appraisal is done, they are often linked with bonuses and not to promotion. Also, it was also observed that appraisal system in the Nigeria public sectors does not always ensure that high performer employees are treated fairly with regard to both the appraisal and resulting promotions. In developing an appraisal system for organizations, management needs to think through pay increases and promotions (Moulder, 2001). Numerous studies like Cook & Crossman, 2004; Caruth & Humphreys, 2008; Prowse & Prowse, 2009; Macey, Schneider, Barbera & Young, 2009 pointed those employees get motivated to work when they get frequent promotions after appraisal system in their work place. While some also argued that that factors such as promotion, training and career development, and appreciation and improved work place environment gives employees greater opportunities and this will either directly or indirectly influence their satisfaction on the job. When high performances are recorded for employees, it must be supported with a basis for pay increases and promotions. However, when developing an appraisal system, the management of the public sectors needs to consider the connection between the appraisal and pay increases or promotions. While performance feedback for development/improvement purposes may be given verbally, a written summary of the

individual's work performance must accompany a pay increase or promotion (or demotion or termination). It is crucial, therefore, that a manager or small business owner regularly documents an employee's job performance

2.1.6 Feedback

An employee performance appraisal serves as a means for management to evaluate and provides feedback on employee job performance, including steps to improve on their deficiencies as needed. The study of Roberson & Stewart (2006) and Schraeder, Becton & Portis (2007) have indicated that the feedback mechanism serves as a means of identifying their strengths and weaknesses. Some adduced that to improve the performance of an individual worker, it becomes important to first identify his area of improvement and weaknesses through feedback and assistance which assures the employee's involvement, improvement and commitment to improving his or her performance (Macey, Schneider, Barbera, & Young, 2009). For every survival of organizational business, management needs to continually inform workers of their worth, values, strength, recognized them for a job well done and set a record of open minded and fair-minded feedback. This record of feedback in appraisal can be provided verbally but in many cases, legal experts counsel employers to maintain written records in order to provide themselves with greater legal protections.

The use of 360-degree feedback can also be adopted in evaluating the performance of individual. This degree affords the manager the opportunity to assess the performance of an individual employee through his interaction with different co-workers or departments, external customers, and the employee himself. As a company increases its staff, a more formal system using a written appraisal form developed internally or externally should always be used, with the results of the appraisal being tied to salary increases or bonuses. Whether the appraisal is provided verbally or in writing, organization needs to provide consistent feedback on a regular basis so that employees can improve their work performance

2.1.7 Employee's Training and Development

Appraisals are done in order to identify the kind and level of employees that are low performers. Training comes in when some employees are found to be deficient in the performance of their duties (Erdogan, 2002). This training will then serve as a means to allow such employees to acquire

and obtain more and specific skills, capacities, knowledge, information and talents that will be needful in his/her subsequent task. However, both managers and employees of high performance should be continually trained as to be able to provide objective input. Several studies (Keeping & Levy, 2000; Brown & Benson, 2003) indicated that employees are often satisfied with jobs only when it affords them the opportunity to apply their skills and abilities, freedom, as well as adequate training and seminars which creates avenues for their enhancement and self-development (Muchinsky, 2006). In Nigerian public sectors, employees are given feedback on their level of performance with a realistic period and support in improving their performance through adequate training and developmental programmes.

Training and development are complementary parts of the same process. They are interlinked and interdependent, rather than sequential and hierarchical. Training and development is very crucial to the employees, the organization and their effectiveness (Devi & Shaik, 2012). Staff training and development can occur simultaneously or complementary, but the two do not necessarily have direct relations to each other (Comma, 2008). Therefore, training and development activities are important elements of the human resource management function of an organization. However, training and development refers to the practice of providing training, workshops, coaching, mentoring, or other learning opportunities to employees to inspire, challenge, and motivate them to perform the functions of their position to the best of their ability and within standards set by local, state, Federal and licensing organization guidelines

2.1.8 Trade Union

Jones and George (2003) asserted that trade unions exist to represent workers' interest in organizations, given the fact that managers have more powers than the rank and file workers and those organizations have multiple stakeholders. There is always the likelihood that management might take steps that benefit one set of stakeholders such as shareholders, while hurting another such as employees. Thus, employees unionize for a number of specific reasons, ranging from the need for job security or safe work environment. They may also be dissatisfied with some management policies, while finding it difficult to communicate their concerns to their bosses. The doctrine of unionism has been in existence from time immemorial.

Some empirical literature outlines the role of unions for training of employees. According to some researches unions are also taking interest in workers training, education and awareness either pursuing government or employers to arrange training or arranging training programs themselves to build their skill and enhance the earning capacity of workers (Khan, 2010). Therefore, Aidt and Tzannatos (2001) wrote that unionized workers tend to receive more training than their non-unionized counterparts, especially company-related training. Similarly, a study of Boheim and Booth (2004) showed positive relations of union recognition with training in private sector. Altman (2001) develops a theoretical argument for the existence of a positive union effect by building on the concept of X-inefficiency model

2.1.9 Employee commitment

Commitment and engagement are closely related concepts. In fact, some people use the terms interchangeably or refer to engagement as an alternative, more up-to-date and, maybe, a more sophisticated term for commitment. As defined by Racheal (2007), commitment refers to attachment and loyalty. It is the relative strength of the individual's identification with, and involvement in, a particular organization. It consists of three factors:

1. A strong desire to remain a member of the organization.
2. A strong belief in, and acceptance of, the values and goals of the organization.
3. A readiness to exert considerable effort on behalf of the organization.

An alternative, although closely related, definition of commitment emphasizes the importance of behavior in creating commitment. As Nielson, (2002) put it: 'Commitment is a state of being in which an individual becomes bound by his (sic)actions to beliefs that sustain his activities and his own involvement.' Three features of behavior are important in binding individuals to their acts: the visibility of the acts, the extent to which the outcomes are irrevocable, and the degree to which the person undertakes the action voluntarily. Commitment, according to Nielson, can be increased and harnessed 'to obtain support for organizational ends and interests' through such ploys as participation in decisions about actions.

2.2 Theoretical Review

In this section, the study examines various theories on the two construct which is performance appraisal and employees' productivity which help the explanation of this research work. The following theories have been used frequently on the subject topic. They are; Goal setting theory, Justice Theory, and Expectancy Theory.

The study was supported by Goal Setting Theory (Lotham and Locke, 1979) and Expectancy Theory (Vroom, 1964).

2.2.1 Goal Setting Theory

The theory was advanced by Lotham and Locke (1979) when they argued that goals set for employees can motivate them and thus improve their performance. Employees link target to organization goals where they assess themselves and change their behaviour to attain those targets. When goals are specific, performance and motivation go up. This also happens when challenging but achievable goals are set and feedback is given on their performance. They also point out that employees should also participate in goal setting so as to own them. Feedback is also important as it motivates the employees to achieve high goals. Pintrich (2004) indicates that employees set different goals in different work situations and we cannot always assume that goals are always reachable. Locke and Lotham (2002) argue that setting challenging and specific goals does not assure employees of performance.

2.2.2 Justice Theory

The theory was propounded by Rawls (1971) to explain performance appraisal and employee productivity in an Organisation. The theory states that organizational justice refers to perceived fairness in the working place which comprises: Procedural, Distributive, Interpersonal, and Informational Justice related to performance appraisal exercise in an organization. The study incorporated all four justice dimensions into one theoretical framework. The procedural, distributive, interpersonal, and informational justice were related to social relationship, either with the organization (i.e. procedural and distributive justice) or with the supervisor (i.e. interpersonal and informational justice), whereas distributive justice is related more to an economic exchange relationship.

The procedural justice concerned with the perceived fairness of the procedure that the organisation and raters use during the appraisal of employees' productivity. The procedure can be in terms of involving employees in the process of organizational goals setting, and setting criteria of measuring employee's productivity. Distributive justice deals with the proportional relationship between employee's inputs in terms of effort, ability, time and training, and the outcomes they receive e.g. payment, promotion and other rewards that are fair to employees in an organization that motivate them to put their best. Also, interpersonal justice involves perception of fairness that relate to the way rater treats the person being evaluated; it concerned with the perceived fairness of interpersonal interaction between superior and subordinate during the performance appraisal session in the organization, while informational justice concerned with the perception of fairness in terms of information about procedures in form of honest, sincere and logical explanations and justifications of any component of the appraisal process.

The most common information justice will involve the clarification of goals, productivity expectation and standards, routine feedback, and explanations during the performance appraisal period.

2.2.3 Expectancy Theory

The theory is also referred to expectancy valence theory. Expectancy Theory was brought forth by Vroom (1964) and its idea is that people's expectations in their performance affect their behaviour and the reward they seek. It argues that motivation comes about through expected performance outcome and the attached level of value to the outcome by the individual. According to Vroom organizational behavior assessment is important. He argues that motivation of people depends on their expectations in terms of probability that effort leads to performance, instrumentality or assumed connection between performance and rewards, and valence which is the assumed value attached to the reward.

Vroom (1964) also believes that if people accept as true a certain worth of a goal and that they will achieve it through their actions; they will be motivated to achieve it. Vroom's theory asserts that people's motivation towards doing anything is as a result of the individual putting a certain value on the goal and the probability of achieving that goal. The theory also helps managers to

understand the relationship between motivation, performance and pay. Vroom points out that motivation depends on the anticipation that effort will bring about performance

The study anchor on Justice Theory because distributive justice deals with the proportional relationship between employee's inputs in terms of effort, ability, time and training, and the outcomes they receive e.g. payment, promotion and other rewards that are fair to employees. When employees are motivated they put in their best. Also, interpersonal justice involves perception of fairness that relate to the way rater treats the person being evaluated; it concerned with the perceived fairness of interpersonal interaction between superior and subordinate during the performance appraisal session in the organization, while informational justice concerned with the perception of fairness in terms of information about procedures in form of honest, sincere and logical explanations and justifications of any component of the appraisal process.

2.3 Empirical Review

Daniel and Ibrahim (2019) examine the influence of performance appraisal management on employee productivity North South Power Company, Shiroro Niger State. The main objective of their study was to examined the ways in which performance appraisal has impacted employee's performance, the method used was descriptive and explanatory, the population of the sample consist of 316 employees. Non linear regression model was used to analyze the data obtained from the respondents. The findings, shows that there was a significant relationship between performance appraisal management and employee productivity, also, feedback definitely has an impact positively on employee productivity. They recommended that Performance appraisal management should be taken seriously by organizations because it yields good results that will take the company far.

Ademola (2017) conducted his study on Impact of Performance Appraisal on Employee Performance in Nigerian Telecommunication Industry (A study of MTN, Nigeria). Simple random sampling technique was employed to select two hundred and sixty (260) respondents from the total population of one thousand three hundred (1,300) employees of MTN, Nigeria. Data were sourced through a structured questionnaire and personal interview. Analysis of data was performed with the aid of Mean, Standard Deviation and Linear Regression. Results revealed that the level of performance appraisal awareness is high among the staff of MTN, Nigeria. His result shows that

performance appraisal system has significant impact on employee's performance. Results also revealed that inability to provide on time feedback is a challenge to performance appraisal system in MTN, Nigeria. The study recommended that management should be objective during appraisal exercise, provide regular feedback and offer career development in order to help an organization wins the desired competitive advantage.

Aule (2017) examined the effect of Performance Appraisal on Employee Productivity in Plateau State Internal Revenue Service. The study adopts survey research design. The population of the study consists of all 1580 employees of PSIRS. The sample size of the study was 319; this was determined using Taro Yamane formula. The sample size was allocated to the population using Bourley's Proportional formula. The instrument of data collection was a structured questionnaire. The findings revealed that Management by Objectives enhanced employee productivity, 360-degree Feedback enhanced employee productivity and there is statistically significant relationship between Management by Objectives and employee productivity in Plateau State Internal Revenue Service during the period under study. It also revealed there is statistically significant relationship between 360-degree Feedback and employee productivity in Plateau State Internal Revenue Service. The study recommended that Management by Objectives method of performance appraisal should be enforced by the management of Plateau State Internal Revenue Service to enable staff participate in organizational goal setting and understand areas of responsibility so as to further improve productivity in the organization. Also, 360-degree Feedback method of performance appraisal should be a pre-requisite for the Management of Plateau State Internal Revenue Service as this will assist supervisors and employees to discuss weakness, productivity standards and areas of improvement that enhances productivity; and timely, fairly and accurate performance appraisal feedback should be given to employees

Malaolu and Ogbuabor (2013) investigated the effects of training and manpower development on employees' productivity and organizational performance using First Bank of Nigeria Plc. as a case study. The study applied structured questionnaires to a sample size of 75 drawn by simple random sampling. The data generated was analyzed using descriptive statistics. The findings of the study show that training and manpower development has significantly enhanced employee efficiency and job productivity in the bank.

Wanjala and Kimutai (2015) examine Influence of Performance Appraisal on Employee Performance in Commercial Banks in Trans Nzoia County – Kenya. The study adopted descriptive survey research design. A total of 178 research subjects were drawn from the target population using the stratified and the simple random sampling technique. 120 respondents' questionnaires were completed and returned. Data analysis was done through descriptive statistics, specifically use of frequencies and percentages. Data was presented in frequency tables and Chi Square method was used for testing the hypothesis. The findings show that: there is a significant relationship between performance appraisal and worker's performance

Zaid Ahmad Alabaddi & Monira Abdallah Moflih (2019) the major aim of the research was to investigate the effect of performance appraisal on employees' work performance of banks in the South of Jordan. This study also aimed at investigating the major elements of performance appraisal which included: establishing performance standards, establishing communication standards, measuring actual performance with established standards, data were collected through a closed ended structured questionnaire. The sample population of 260 employees was targeted. The 260 returned questionnaires were then analyzed using smart PLS which is specially used for Structural Equation Modeling, path analysis, and confirmatory factor analysis. It is also known as analysis of covariance or causal modeling software. A descriptive statistics and correlation analysis was performed. The results of the study showed that performance appraisal has a mainly positive effect on employee performance in the banking sector of the South of Jordan. There correlation analysis showed that there was a positive and some negative association (Very strong association) between performance appraisal and employee performance.

Kephas (2016) examined effect of performance appraisal on employee productivity in the ministry of agriculture Home Bay County, the study targeted 256 employees County out of which a sample size of 156 respondents determined using Yamane (1967) formula for sample size determination were selected using stratified random sampling technique. Findings of the study revealed that employee performance would be affected positively.

Ahmad, Haider, Badoo and Qurat-ul-ain in their study they focused on impact of performance appraisal on employee's performance and also analyses that motivation that affects the relationship of performance appraisal and employee's performance in Pakistan. 150 numbers of employees were used as sample using simple random sampling among the banks of Dera Ghazi Khan. Data

was analyzed using correlation Coefficient through IBM SPSS and Amos Software. The results revealed there is positive relationship between performance appraisal and employee's performance. Motivation as a moderator positively affected the relationship between performance appraisal and employee's performance. They recommended that divisional banks can use appraisal system as a strategic approach by integrate it with business policies and HR practices and can improve the performance standers of its employees

Ekwochi (2012) examined effects of performance appraisal on productivity in an organization. The objective of this study is to investigate the performance appraisal techniques adopted in an organization, to examine the usefulness of performance appraisal programme in an organization, to find out the various environmental variables affecting performance appraisal programs in an organization, to identify the pitfall associated with performance appraisal exercise and provide solutions to them. Data were collected from primary and secondary sources; survey design was used. The findings revealed that participation of employees in appraisal exercise and the use of performance appraisal resulted to an increase in output to the organization and higher standard of living to the employee because of promotion given and other necessary reward that motivated the employee to work hard.

James (2016) in his study on performance appraisal as a tool for enhancing productivity in an organization adopted descriptive design. Managers who are responsible for appraising the performance of their subordinates were interviewed and questionnaires used to obtain information on employees' appraisal in the three organizations. Data obtained were analyzed using tables and percentages. Various interview sessions were held with managers who are involved in the appraisal of subordinates. The result showed that performance appraisal helps an organization to position employees adequately for optimum productivity. The study recommended that organizations should take the issue of performance appraisal seriously and to encourage the appraising managers to remain objective about the assessment of subordinates the interest of increased productivity in the organization

Paul, Abeguki, Hezekiah, Ifiavor (2014) researched modeling the relationship between performance appraisal and organizational productivity in Nigerian public sector. Descriptive survey design method was adopted with the use of questionnaire distributed to the management and staff of some selected public sectors in Lagos State, South-West, Nigeria the population is

254. The findings of the study is that if managerial decisions are fair and just with equitable reward and promotion for job done, it will increase employees' commitment and loyalty in the organization. In the same vein, if employees were properly motivated with the necessary and adequate training needs, innovation would increase rapidly on the job and this will thereby lead to competitive positioning. In addition to this, employees agreed that if they got regular feedbacks about their performance on the jobs, it could secure competitive positioning for the organization. As this will help them to identify their strengths and weaknesses which could invariably produce opportunities to the organization they are working with and threat to their competitor

Ochoti, Maronga, Muathe, Nyabwanga and Ronoh (2012) in their study examined Factors Influencing Employee Performance Appraisal System: A Case of the Ministry of State for Provincial Administration & Internal Security, Kenya. The study investigated the multifaceted factors influencing employee Performance Appraisal System in the Ministry of State for Provincial Administration, Nyamira District, Kenya. A target population of 76 employees was surveyed. A structured questionnaire was self-administered to the employees to collect data. Multiple regression analysis technique was used to explain the nature of the relationship between PAS and the factors that influence it. Results of the study showed that all the five factors: Implementation process (X1), interpersonal relationships (X2), rater accuracy (X3), informational factors (X4), and employee attitudes (X5) had a significant positive relationship with the performance appraisal system (Y). Employee attitudes. This study recommends implementation of performance appraisal systems. It shows that if these factors are taken into consideration by the rates, the raters and the government policy makers, the PAS can be a good performance management tool.

Oniyeji (2015) conducted a study in Nigeria on Niger Delta University to identify the effect of appraisal system in Niger Delta University on employee productivity. The method employ was survey method for data collection through stratified random sampling. Correlation coefficient was used to test the hypothesis. There was a significant relationship between performance appraisal and employee productivity and that effective appraisal system could boost the morale of workers especially when they are rated adequately.

Gupta and Parmar, (2018) focus on performance appraisals system on employee productivity in a The research study has been conducted to determine the effect of performance appraisal on employee productivity in an Automation solution company situated in Greater Noida, India. The

research design of their study is descriptive in nature. The study adopts survey strategy and used self-administered questionnaire to gather data from employees. Out of 170 populations, 60 employees were randomly chosen as a sample. Correlation and multiple regression statistical tools were used for data analysis. The study found that goals and objectives setting, performance rewards given to employees and performance appraisal feedback all three independent variables of performance appraisal influenced employee productivity that is taken as a dependent variable. Study found that set goal motivate employees to achieve target, rewards given to employees for their positive result and feedback help to identify the strength and weaknesses of employee

Gichuhi, Abaja, Ochieng (2012) focused on the effect of performance appraisal on employee productivity in the major supermarkets in Nakuru Town. The aim of the study is to establish the impact of performance appraisal criteria, feedback, reward and frequency of appraisals on employee productivity in these supermarkets. The study employed a cross-sectional survey design. The population of the study was 1560 employees distributed among the 7 main supermarkets operating in Nakuru Town. A sample of 308 respondents was selected using multi-stage sampling technique. 178 filled questionnaires were returned. Multiple regression models were used to analyze the data collected. The study found that performance criteria, feedback and frequency significantly influenced employee productivity. The study recommends that feedback should involve discussions of strengths and weaknesses of the employee and actionable. Further, rewards should be given to employees whenever feedback is positive.

2.4 GAP

This study carried out a research on how performance appraisal can positively affect employees' productivity of lubricant oil in Nigeria. In addition, the researcher focused on the Nigerian context narrowing it down to lubcon oil in Kwara state, in which few researches has been carried out in Kwara state. Previous studies on performance appraisal and employee productivity did not focus on lubricant oil companies.

CHAPTER THREEE

METHODOLOGY

3.0 Preamble

This section of the study described the methodology that was used in attaining the stated objectives of the study. It includes the research design that was adopted, the study population and sample size, sampling techniques that was used, sources of data, the procedure and instrument that was used to answer the research questions of the study.

3.1 History background of Lubcon Oil

Lubcon is an ISO certified Oil and Gas Company headquartered in Ilorin, Nigeria. It was established in 1991, it is primarily involved in the manufacturing, lifting, distribution and sales of petroleum and allied products. With a robust and extensive supply network, Lubcon contributes to the smooth running of economies in Africa. The company has in the past 25 years, experienced very rapid growth due to its reputation for quality products and innovative services. In Lubcon, we have in place a quality program that guarantees value to our customers and ensures excellence in the management of available resources.

The various awards we have won over the years and our ISO 9001:2008 and QC 100 certifications are a testimony to our product quality and operational excellence. Lubcon expanded its frontiers with the construction of a lube plant in Ghana in 2002 to service the West African sub-region. The company won an award as the lube manufacturing company of the year in 2015. We have also constructed an ultra modern lube blending plant in Ethiopian which commence operations in 2017, to service the East Africa sub region. With these investments, the company has access to markets in over 15 African countries. Page | 3 www.lubconinternational.com Product Innovation: Lubcon has remained at the forefront in product innovation in the country, from being the first indigenous company in the Oil and Gas sector to be ISO certified in 2002, to the introduction of Nano technology in lubricant formulation in Nigeria. Our flagship product Nano Adrenalin is the only product that lubricates and renews the engine every time it is used. Our expansion projects and the innovations we have introduced in our system earned Lubcon the 2015 National Productivity Order of Merit Award, making it the first company in the Nigerian Oil & Gas sector to be so honored.

3.2 Research Design

According to Kothari (2004), a research design is the conceptual structure within which the research is conducted: it constitutes the blueprint of the collection, measurement and the analysis of data. The research design determines the appropriate data required for the research and how such data was collected. This research work will adopts a survey research design. It deals with the survey of people who are working in Lubcon Oil.

3.3 Population of the Study

A population is any group of individuals that have one or more characteristics in common and that are of interest to the researcher (Best and Kahn, 2006).The study will basically cover the staff of LUBCON Oil, Ilorin. The justification for this is was that the data that required for this research were can collected from the staff of LUBCON Oil. The population of the staff of LUBCON Oil, Ilorin is 256 as at 2020 January.

3.4 Sampling size and Sampling Technique

Purposive and convenience sampling techniques was employed to select the respondents who are staff of LUBCON Oil, since the target population remains homogenous. Purposive sampling technique was to allow the study focus on performance appraisal. The total sample size for this research is 256 LUBCON Staff, which was calculated using Yamane's sampling formula

$$\frac{N}{1 + N * e^2}$$

Where N = Population size =256

e = Acceptable sampling error = 0.05

n = Sample size

$$= \frac{256}{1+256*(0.05)^2} = 156$$

Therefore 156 copies of questionnaire were administered to the staff of LUBCON Oil.

3.5 Sources of Data Collection

In a bid to attract an optimal level of degree of reliability and consistency in research, a simple empirical cross-sectional study was applied. A total of 156 copies of questionnaire were distributed to gather information from the respondents, and the copies of questionnaire were used for analyses of data. Responses will be ranked on 5 points likert scale (from 1 indicating strongly disagree to 5 indicating strongly agree). A 5 point likert scale was used because this research focus on knowing whether the respondents strongly agree, agree, are undecided, disagree or strongly disagree to each item on the questionnaire.

3.7 Instrument for Data Collection

The use of questionnaire will be adopted by the researcher in ensuring that the objective of the research study was achieved because they have also been deemed to be appropriate in other works. In designing questionnaires, conscious effort will be made to structure the questions. The multiple choice questions which were give the respondent the opportunity of answering the options from the options. The questionnaires were divided into two sections: Section A contains information about the respondent (demographic information's). Section B contains question relating to performance appraisal and employees productivity in Lubcon Oil, Ilorin, Kwara State

3.7 Method of Data Analysis

The Study screened 156 copies of questionnaire using statistical package for social sciences (SPSS) version 20.0 statistical package. The structured questionnaire's data were analysed with the aid of descriptive and inferential regression analysis

3.8 Model Specification

$$Y = \beta_0 + \beta X_1 + \beta X_2 + \beta X_3 + \beta X_4 + \beta X_5 + \dots + \beta X_n + \mu$$

Where:

Y = Dependent variable representing performance

X = represent independent variables representing human resource dynamics variables

X_1 = Management by Objective

X_2 = Feedback

X_3 = Reward

X_4 = Promotion

E = Error

$\beta_1, \beta_2, \beta_3, \dots, \beta_n$ are parameters to be estimated to fit the regression line

β_0 = the intercept of Y axis

CHAPTER FOUR

DATA PRESENTATION, ANALYSIS AND PRESENTATION

4.1 Preamble

This chapter show the results from the data analyzed of questionnaires administered. It focuses on simple percentages of the items on the questionnaire, regression analyses to test the first hypothesis, factor analyses to test the second hypothesis, ANOVA to test the third hypothesis and the discussion of findings.

4.2 Frequency Analyses of Data

TABLE 4.1: Distribution of respondents by Gender

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	126	32.9	32.9	32.9
	Female	30	67.1	67.1	100.0
	Total	156	100.0	100.0	

Source: Field Survey, 2020

Table 4.1 shows the sex distribution of the respondents. It shows that 85 (32.9%) of the respondents are female while 173 (67.1%) are male. This research shows that majority of the respondents are male which implies that the male gender are active and employed more at Lubcon oil. The services of men are required more in Lubcoin oil.

TABLE 4.2: Distribution of respondents by Years of Experience

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1-5 years	20	29.1	29.1	29.1
	6-10 years	62	42.2	42.2	71.3
	Above 10 yrs	74	28.7	28.7	100.0
	Total	156	100.0	100.0	

Source: Field Survey, 2020

Table 4.2 shows the year of experience of the respondents. It explains that 75 (29.1%) of the respondents have been working between 1 to 5 years, 109 (42.2%) have been working between 6 to 10 years while 74 (28.7%) of the respondents have been working for over 10 years in the Lubcon

Oil. Majority of the respondents have worked between 6 to 10 years in Lubcon oil. Majority of the respondents have information and experience on the human resource practices in Lubcon oil and this shows that the longer employees stay on the job. The more his/her performance improves on the job and this will boost employees' productivity and hence affect organisational performance as well.

TABLE 4.3: Distribution of respondents by Marital Status

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Married	84	50.8	50.8	50.8
Single	72	49.2	49.2	100.0
Total	156	100.0	100.0	

Source: Field Survey, 2020

Table 4.3 above shows the marital status of the respondents. It shows that 131 (50.8%) of the respondents are married while 127 (49.2%) of the respondents are single. This indicates that a larger percentage of the respondents are married.

TABLE 4.4: Lubcon oil does performance appraisals

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Agree	56	35.9	35.9	35.9
Agree	20	12.8	12.8	48.7
Undecided	10	6.7	6.7	55.4
Disagree	51	32.7	32.7	88.1
Strongly Disagree	19	12.2	12.2	100.0
Total	156	100.0	100.0	

Source: Field Survey, 2020

Table 4.4 above shows whether the Lubcon oil does human resource planning. It shows that 56 (35.9%) of the respondents strongly agreed, 20(12.8%) agreed, 10(6.7%) are undecided, 51 (32.7%) disagreed while 19 (12.2%) strongly disagreed that Lubcon oil does performance

appraisals. Majority of the respondents disagreed which indicates that inadequate performance appraisals has contributed to reduction in employee productivity.

TABLE 4.5: Performance appraisals positively impacts employees productivity

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Agree	71	45.5	45.5	45.5
Agree	13	8.3	8.3	53.8
Undecided	12	7.7	7.7	61.5
Disagree	20	12.9	12.9	74.4
Strongly Disagree	40	25.6	25.6	100.0
Total	156	100.0	100.0	

Source: Field Survey, 2020

Table 4.5 above shows whether performance appraisal positively affects the performance of the employees'. It shows that 71 (45.5%) of the respondents strongly agreed, 13 (8.5%) agreed, 12 (7.7%) are undecided, 20 (12.9%) disagreed while 40 (25.6%) strongly disagreed that human resource planning affects the performance of their organization. Majority of the respondents strongly agreed which indicates that Lubcon oil recognizes the importance of performance appraisals in its organization.

TABLE 4.6: Performance appraisal positively impacts organization performances'

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Agree	71	45.5	45.5	45.5
Agree	45	28.8	28.8	74.3
Undecided	08	5.1	5.1	79.4
Disagree	17	10.9	10.9	90.3
Strongly Disagree	15	9.6	9.6	100.0
Total	156	100.0	100.0	

Source: Field Survey, 2020

Table 4.6 above shows whether performance appraisals positively affect the performance of the organisation. It shows that 71 (45.5%) of the respondents strongly agreed, 45 (28.8%) agreed, 08 (5.1%) are undecided, 17 (10.9%) disagreed while 15 (9.6%) strongly disagreed that performance

appraisals affects the performance of their organization. Majority of the respondents strongly disagreed which indicates that Lubcon oil involved in its evaluation of its manpower planning is adequately planned for.

TABLE 4.7: Employees motivation and commitment increase with effective Performance appraisal

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Agree	82	52.6	52.6	52.6
Agree	53	34.0	33.97	86.6
Undecided	02	1.3	1.3	87.9
Disagree	09	5.8	5.8	93.7
Strongly Disagree	10	6.4	6.4	100.0
Total	156	100.0	100.0	

Source: Field Survey, 2020

Table 4.7 above shows whether employee motivation and commitment increase with effective performance appraisal. It shows that 82 (52, 6%) of the respondents strongly agreed, 53 (34%) agreed, 02 (1.3%) are undecided, 09 (5.8%) disagreed while 10 (6.4%) strongly disagreed that employee motivation and commitment increase with effective performance appraisals in the organisation. Majority of the respondents strongly agreed which indicates that employees have the zeal to put extra effort to delivering quality services when manpower is evaluated and were adequately planned for in Lubcon oil. This will improved employees productivity and hence increase organisational performance.

TABLE 4.8: Lubcon oil management does proper job evaluation

	Frequency	Percent	Valid Percent	Cumulative Percent
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Valid	Strongly agree	72	46.2	46.2	46.2
	Agree	57	36.5	36.5	82.7
	Undecided	05	03.2	03.2	85.9
	Disagree	10	06.4	06.4	92.3
	Strongly Disagree	12	07.7	07.7	100.0
	Total	156	100.0	100.0	

Source: Field Survey, 2020

Table 4.8 above shows whether the Lubcon oil management does proper job evaluation. It shows that 72 (46.2%) of the respondents strongly agreed, 57 (35.7%) agreed, 5 (3.2%) are undecided, 10 (6.4%) disagreed while 12 (7.7%) strongly disagreed that the hospital do proper job evaluation. Majority of the respondents agreed which indicates that the management of Lubcon oil take quality time to explain what to do, when to do it, who to do it, where to do it and how it should be done in the organisation, this which tends to improve organizational performance in terms of service quality delivery and employee productivity.

TABLE 4.9: Job evaluation makes significant impact on Lubcon oil performance

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid				
Strongly Agree	70	44.87	44.87	34.1
Agree	51	32.69	32.69	61.6
Undecided	5	3.2	3.2	75.2
Disagree	10	6.4	6.4	87.6
Strongly Disagree	20	12.8	12.8	100.0
Total	156	100.0	100.0	

Source: Field Survey, 2020

Table 4.9 above shows whether job evaluation makes significant impact on organisational performance. It shows that 70 (44.9%) of the respondents strongly agreed, 51 (32.7%) agreed, 5 (3.2%) are undecided, 10 (6.4%) disagreed while 02 (12.8%) strongly disagreed that job evaluation makes significant impact on their organizational performance. This indicates that determining job

worth and rewarding jobs accordingly helps employees to improve their productivity and increase their quality service delivery.

TABLE 4.10: Feedbacks contributes to employee commitment and motivation

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Agree	71	45.5	45.5	45.5
Agree	57	36.5	36.5	82.0
Undecided	5	03.2	03.2	85.2
Disagree	12	07.7	07.7	92.9
Strongly Disagree	11	07.1	07.1	100.0
Total	156	100.0	100.0	

Source: Field Survey, 2020

Table 4.10 above shows whether feedbacks contribute to employee commitment and motivation. It shows that 71 (45.5%) of the respondents strongly agreed, 57 (36.5%) agreed, 5 (0.32%) are undecided, 12 (07.7%) disagreed while 11 (7.1%) strongly disagreed that job evaluation contributes to employee commitment and motivation. This indicates that when employees get feedback on their performance it helps employee to put in their best in doing their job well.

TABLE 4.11: Organisation gets the right people on the right job

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Agree	37	23.7	23.7	23.7
Agree	54	34.6	34.6	58.3
Undecided	17	10.9	10.9	69.2
Disagree	22	14.1	14.1	83.3
Strongly Disagree	26	16.7	16.7	100.0
Total	156	100.0	100.0	

Source: Field Survey, 2020

Table 4.11 above shows whether the organisation get the right people on the right job. It shows that 37 (23.7%) of the respondents strongly agreed, 54 (34.6%) agreed, 17 (10.9%) are undecided,

22 (14.1%) disagreed while 26 (16.7%) strongly disagreed that the organisation get the right people on the right job. Majority of the respondents disagreed which indicates that Lubcon oil employ professionals that are able and capable to deliver quality service.

TABLE 4.12: Getting the right people on the appropriate job has significant impact on organisational performance

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Agree	66	42.30	42.30	42.30
Agree	59	37.82	37.82	80.1
Undecided	03	1.92	1.9	82.0
Disagree	22	14.1	14.1	96.1
Strongly Disagree	06	3.8	3.6	100.0
Total	156	100.0	100.0	

Source: Field Survey, 2020

Table 4.12 above shows whether getting the right people on the appropriate job has significant impact on organizational performance. It shows that 66 (42.30%) of the respondents strongly agreed, 59 (37.82%) agreed, 03 (1.92%) are undecided, 22 (14.1%) disagreed while 06 (3.8%) strongly disagreed that getting the right people on the appropriate job has significant impact on employees productivity. This indicates that getting capable people to do the job helps Lubcon oil to increase organizational performance and quality service delivery.

TABLE 4.13: Employees are motivated to work when put on the job they fit

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Agree	75	48.1	48.1	48.1
Agree	55	35.3	35.3	83.4
Undecided	5	03.2	03.2	89.6
Disagree	10	6.41	6.41	93.0
Strongly Disagree	11	7.1	7.1	100.0
Total	156	100.0	100.0	

Source: Field Survey, 2020

Table 4.13 above shows whether employees are motivated to work when put on the job they fit in. It shows that 75 (48%) of the respondents strongly agreed, 55 (35.3%) agreed, 5 (3.2%) are undecided, 10 (6.4%) disagreed while 11 (7.1%) strongly disagreed that employees are motivated to work when put on the job they fit in. This indicates that employees work well when they are employed for the job they are capable to do.

TABLE 4.14: Organisation train workers to perform better

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Agree	20	12.82	28.7	28.7
agree	27	17.30	10.5	29.2
Undecided	4	02.6	6.6	35.8
Disagree	75	48.1	38.4	84.1
Strongly Disagree	30	19.2	15.9	100.0
Total	156	100.0	100.0	

Source: Field Survey, 2020

Table 4.14 above shows whether the organisation train their workers to perform better. It shows that 20 (12.82%) of the respondents strongly agreed, 27 (17.30%) agreed, 4 (2.6%) are undecided, 75 (48.1%) disagreed while 30 (19.2%) strongly disagreed that their organisation offers fair and equitable reward system. Majority of the respondents disagreed which indicates that the Lubcon management does not organize periodic training for their employees to improve their productivity

and improve on their service delivery.

TABLE 4.15: Well trained workers are highly motivated and committed to their job

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Agree	74	47.43	47.43	47.43
Agree	56	35.90	35.90	83.33
Undecided	5	03.20	03.20	86.53
Disagree	12	07.70	07.70	94.23
Strongly Disagree	9	05.80	05.80	100.0
Total	156	100.0	100.0	

Source: Field Survey, 2020

Table 4.15 above show whether well trained workers are highly motivated and committed to their job. It shows that 74 (47.43%) of the respondents strongly agreed, 56 (35.9%) agreed, 5 (3.2%) are undecided, 12 (7.7%) disagreed while 9 (5.8%) strongly disagreed that well trained workers are highly motivated and committed to their job. This indicates that majority of the respondents strongly agreed that well trained workers are highly motivated and committed to their job. This implies that workers do their work diligently when they are trained which contributes to employees productivity and improves organisational performance.

TABLE 4.16: Proper training of staff on what to do increase their productivity

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Agreed	81	51.92	51.92	51.92
Agree	60	38.5	38.5	90.42
Undecided	3	1.92	1.92	92.34
Disagree	7	4.5	4.5	96.84
Strongly Disagree	5	3.20	3.20	100.0
Total	156	100.0	100.0	

Source: Field Survey, 2020

Table 4.16 above shows whether proper training of staff on the job will increase their productivity.

It shows that 81 (51.92%) of the respondents strongly agreed, 60 (38.5%) agreed, 3 (1.9%) are undecided, 7 (4.5%) disagreed while 5 (3.2%) strongly disagreed that proper training of staff on what to do increases their productivity. This indicates that majority of the respondents strongly agreed which implies that proper training of staff on the job will increase their productivity and workers perform more on their jobs when they are trained and allow to attend seminars, conferences and workshops will increase their productivity.

Table 4.17: Employees are encouraged for self-development on the job to enhance their productivity

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	20	12.82	12,8	12.82
	Agree	15	9.61	9.6	22,43
	Undecided	5	3.20	3.20	25.63
	Disagree	50	32.05	32.0	57.68
	Strongly Disagree	71	45.51	45.5	100.0
	Total	156	100.0	100.0	

Source: Field Survey, 2020

Table 4.17 above shows whether employees are encouraged for self-development on the job to enhance their productivity. It shows that 20(12.82%) of the respondents strongly agreed, 15(9.6%) agreed, 5 (3.2%) are undecided, 50 (32.05%) disagreed while 71 (45.1%) strongly disagreed that employees are not encouraged for self-development on the job to enhance their quality service delivery. This indicates that majority of the respondents strongly disagreed which implies that employees are not encouraged for self-development on the job to enhance their productivity and performance.

Table 4.18 Lubcon workers are trained on how to improve on their in their workplace

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Agree	64	41.02	41.02	41.02
Agree	50	32.05	32.05	73.07
Undecided	5	3.20	3.20	
Disagree	20	20.2	20.2	97.3
Strongly Disagree	15	35.7	35.7	100.0
Total	156	100.0	100.0	

Source: Field Survey, 2020

Table 4.18 above shows whether Lubcon workers are trained on how to improve on their job. It shows that 64 (41.02%) of the respondents strongly agreed, 50 (32.05%) agreed, 5 (3.20%) are undecided, 20 (20.2%) disagreed while 15 (35.7%) strongly disagreed that Lubcon workers are trained on how to improve on their job in Lubcon. This indicates that majority of the respondents strongly disagreed which implies that Lubcon workers are not trained periodically on how to improve on their job in Lubcon.

TABLE 4.19: Organisation offers fair and equitable promotion to their employees

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Agree	20	12.30	12.82	12.82
Agree	25	16.02	16.02	28.84
Undecided	3	1.92	1.92	30.76
Disagree	46	29.48	29.50	60.26
Strongly Disagree	62	39.74	39.74	100.0
Total	156	100.0	100.0	

Source: Field Survey, 2020

Table 4.19 above shows if Lubcon oil offers fair and equitable promotion. It shows that 20 (12.30%) of the respondents strongly agreed, 25 (16.02%) agreed, 3 (1.92%) are undecided, 46 (29.50%) disagreed while 62 (39.74%) strongly disagreed that the Lubcon oil offers fair and

equitable promotion system. This indicates that majority of the respondents strongly disagreed that the organisation offers fair and equitable promotion system, workers' benefits and salary to commensurate their job worth. Therefore, Lubcon workers are not paid well-deserved salary and benefits that will motivate them to increase their performance and deliver quality service.

TABLE 4.20: Employer feedback affect employees positively and are motivated to work when they see their appraisal

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Agree	75	48.08	48.08	48.08
Agree	55	35.26	35.26	83.34
Undecided	5	3.21	3.21	86.55
Disagree	15	9.62	9.62	96.17
Strongly Disagree	6	3.85	3.85	100.0
Total	156	100.0	100.0	

Source: Field Survey, 2020

Table 4.20 above shows whether employees are influence positively to work when they have a feedback their organisation. It shows that 75 (48.08%) of the respondents strongly agreed, 55(35.26%) agreed, 5 (3.21%) are undecided, 15 (9.62%) disagreed while 6 (3.85%) strongly disagreed that employees are motivated to work when they have a fair and equitable promotions in their organisation. This indicates that majority of the respondents agreed that employees are motivated to work when they have a feedback of their appraisal from their organization which means that workers work well when they see or hear their appropriately more compared to their colleagues in other organisation.

TABLE 4.21: Promotion and Reward system in our Lubcon oil positively impact employee

performance

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly agree	15	09.62	09.62	09.62
Agree	30	19.23	19.23	28.85
Undecided	25	16.03	16.03	44.88
Disagree	5	03.21	03.21	48.09
Strongly disagree	81	51.92	51.92	100.0
Total	156	100.0	100.0	

Source: Field Survey, 2020

Table 4.21 above shows whether promotion and reward system in the Lubcon oil have positive effect Lubcon oil workers performance. It shows that 15 (09, 62%) of the respondents strongly agreed, 30 (19.23%) agreed, 25 (16.3%) are undecided, 5(3.21%) disagreed while 81 (51.92%) strongly disagreed that promotion and reward system in the organisation positively impact employee productivity and performance. This indicates that majority of the respondents strongly disagreed that the reward system in the organisation positively impact employee productivity and performance which means the pay and other benefits received by Lubcon oil does not motivate them to improve their performance.

Table 4.22: Lubcon pay policy helps to attract and retain quality employees

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly agree	21	13.46	13.46	13.46
Agree	10	6.41	6.41	19.87
Undecided	5	3.20	3.20	23.07
Disagree	53	33.97	23.97	57.04
Strongly disagree	67	42.94	42.94	100.0
Total	156	100.0	100.0	

Source: Field Survey, 2020

Table 4.22 above shows whether Lubcon pay policy helps to attract and retain quality employees. It shows that 21 (13.46%) of the respondents strongly agreed, 10 (6.41%) agreed, 5 (3.20%) are undecided, 53(33.97%) disagreed while 67 (42.94%) strongly disagreed that the hospital pay policy helps to attract and retain quality employees. This indicates that majority of the respondents strongly disagreed that the hospital pay policy helps attract and retain quality employees which means that the pay and other benefits received by Lubcon oil workers is not enough to motivate them to improve their performance and quality service delivery

Table 4.23: Employee benefits and allowances paid by the Lubcon management are commensurate with the service provided by Lubcon workers

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly agree	17	10.90	10.90	10.90
Agree	10	06.41	06.41	17.31
Undecided	5	3.21	3.21	20.52
Disagree	66	42.31	42.31	62.83
Strongly disagree	58	37.18	37.18	100.0
Total	156	100.0	100.0	

Source: Field Survey, 2020

Table 4.23 above shows whether the employee benefits and allowances paid by the hospital management are commensurate with the service provided by Lubcon oil workers. It shows that 17 (10.90%) of the respondents strongly agreed, 10 (6.42%) agreed, 4 (3.21%) are undecided, 66(42.31%) disagreed while 58 (37.18%) strongly disagreed that the employee benefits and allowances paid by the hospital management are commensurate with the service provided by health workers. This indicates that majority of the respondents disagreed that the employee benefits and allowances paid by the management of Lubcon oil are not commensurate with the service provided by Lubcon workers which means that the benefits and allowances received by Lubcon oil workers from the Lubcon management does not commensurate with the service they render.

Table 4.24: Employee benefits and allowances paid by the Lubcon management are commensurate with the service provided by Lubcon workers

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly agree	17	10.90	10.90	10.90
Agree	10	06.41	06.41	17.31
Undecided	5	3.21	3.21	20.52
Disagree	66	42.31	42.31	62.83
Strongly disagree	58	37.18	37.18	100.0
Total	156	100.0	100.0	

Source: Field Survey, 2020

4.3 HYPOTHESES TESTING

Test of hypothesis 1:

HYPOTHESIS ONE: Management by objective does not have any significant effect on Training and Development

Table 4.3.1: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.873a	.762	.747	.57599

a Predictors: (Constant), Training and Development planning.

Source: Field Survey, 2020

The model summary as indicated in table 4.3.1 shows that the coefficient of multiple determinations (R Square) is 0.762; this implies that 76% of variation in training and development was explained by the identified performance appraisal while the remaining 24% is due to other variables that are not included in the model. This mean that the model formulated is useful for making predictions since the value of R^2 is close to 100%. Therefore there is a significant relationship between management by objective (MBO) and training and development

Table 4.3.2: ANOVA^b

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	84.993	7	16.999	51.237	.000a
	Residual	26.541	250	.332		feedback
	Total	111.535	257			

a. Predictors: (Constant), management by objective

b. Dependent Variable: training and development

Source: Field Survey, 2020

Table 4.3.2 above shows the result of analysis of variance between dependent variables and independent variable. It gives the test of significance of the fitted model through the ANOVA table to be .000 which is less than .05 (i.e. $p < 0.05$). This indicates that the relationship between MBO and training and development is significant meaning that applying effective performance appraisal in the organisation will lead to improved employees productivity and organisational performance. Therefore, the null hypothesis which states that MBO have no significant relationship on training and development was rejected.

Table 4.3.3:Coefficients a

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.022	.541		5.587	.000
	Human resource planning	.005	.117	.006	.046	.963
	Job evaluation	.266	.085	.323	3.131	.002
	Staffing	.259	.053	.339	4.852	.000
	Training	.121	.062	.144	1.958	.054
	Reward system	.253	.127	.310	1.997	.049

a. Dependent Variable: organisational performance

Source: Field Survey, 2020

Table 4.3.3 above shows the significance of the coefficients of organisational performance to human resource practices to be .000. Since it is less than 0.05 the null hypothesis which states human resource practices have no significant positive impact on organizational performance will be rejected. Considering individual human resource practice, human resource planning have .963 (i.e. $p > 0.05$) effect on organisational performance. This shows that human resource planning alone doesn't have significant impact on organisational performance. Other variables like job evaluation, staffing, training and development, and reward system a significant impact on organisational performance individually. This implies that the organisation should give special attention to its human resource planning and improve on it to increase organisational performance.

HYPOTHESIS 2: MBO has no significant effect on employees' commitment

Table 4.3.4: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.528a	.279	.272	1.943

- a. Predictors: (Constant), management by objectives
- b. Dependent variable: employees' commitments

Source: Field Survey, 2020

Table 4.3.5: Model Summary ANOVA^a

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	45.126	1	45.126	14.469	.000b
	Residual	352.439	113	3.119		
	Total	397.565	114			

- a. Predictors: (Constant), management by objective
- b. Dependent Variable: employees commitments'

Source: Field Survey, 2020

Table 4.3.5 present the analysis of variance (ANOVA) for the model. F-statistic is shown with value 14.469 and probability value 0.000 indicating the F-statistic is significant. This implies that the overall model is significant, in other words, management by objective has significant impact

on employees commitments’

Table 4.3.6: Coefficients a

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	4.785	.660		7.246	.000
	MBO	.189	.050	.337	3.804	.000

a Dependent Variable: employees’ commitments’

Source: Field Survey, 2020

Table 4.3.6 present the coefficient of the impact of management by objective on employees’ commitment, the result shows that MBO has appositive impact on employees commitment. The positive impact of each of this variable is found to be statistically significant. This is evidence from each of its probability value (Sig.) being less than 0.05(i.e5% level of significance). A unit increase in MBO lead to 0.189-unit increase in employees’ commitment.

Hypothesis 3: Giving feedback does not affect Training and development.

Table 4.3.7: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.559 ^a	.312	.305	1.78187	1.698

a. Predictors: (Constant), Feedback

b. Dependent variable; training and development

Source: Field Survey, 2020

Table 4.3.7 presents the model summary of the effect of feedback on training and development. The table shows R-squared and Adjusted R-squared to be 0.312 and 0.305 respectively. This implies that feedback explains about 31% of variation of training and development. Durbin=Watson statistic value stood at 2.018, and this indicates this model to free from serial

correlation, as its value surrounds 2

Table 4.3.8: Model Summary ANOVA^a

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	145.436	1	145.436	45.806	.000b
	Residual	325.681	101	3.175		
	Total	466.117	102			

a. Predictors: (Constant), feedback

b. Dependent Variable: training and development

Source: Field Survey, 2020

Table 4.3.8 present the analysis of variance (ANOVA) for the model. F-statistic is shown with value 45.805 and probability value 0.000 indicating the reported F-statistic is significant. This implies that the overall model is significant, in other words, feedback has significant impact on training and development.

Table 4.3.9: Coefficients a

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	1352	.881		1.535	.000
	Feedback	.451	.067	.559	6.768	.000

a. Dependent Variable: training and development

Source: Field Survey, 2020

Table 4.3.9 present the coefficient of the impact of feedback on training and development, the result shows that feedback has a positive impact on training and development. The positive impact of each of this variable is found to be statistically significant. This is evidence from each of its

probability value (Sig.) being less than 0.05(i.e5% level of significance). A unit increase in feedback lead to 0.451 unit increase in training and development.

HYPOTHESIS FOUR: Giving feedback will not improve Employees commitment

Table4.30 Correlation

		Feedback	Employees commitment
Feedback	Pearson correlation	1	.565**
	Sig.(2tailed)		.000
	N	122	112
Employees 'commitment	Pearson correlation	.565**	1
	Sig. (2-tailed)	.000	
	N	112	114

** Correlation is significant at the0.01 level (2-tailed)

Table 4.30 presents the relationship that exists between feedback and employees commitment. The coefficient of correlation is 0.565; it means that there is a strong positive relationship between feedback and employees commitment. The result is also statistically significant at 0.050

4.4 Discussion of Findings

According to the research work, the following hypotheses were formulated for the studies elucidated in paragraph are the formulated findings.

The research revealed that inadequate performance appraisal has led to reduced employee performance and quality service delivery. The research findings also revealed that management by objective, reward, goals and objectives setting and performance appraisal feedback influence employee productivity. The findings align with what was found in the study of Gupta &Parma (2018).

The research also found that performance appraisal influence employee productivity when

adequate training is given to them. This is in line with Oniyeji (2015) where it was stated that there was a significant relationship between performance appraisal and employee productivity that effective appraisal system could boost the morale of workers, especially when they are rated adequately.

The study also revealed that when proper appraisal system is in place, and it is fair and just, it will increase employees' commitment. Paul et.al (2014) supported what was discovered in this research.

CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATIONS

5.1 Preamble

Based on the research findings one can make conclusion and recommendations on Performance appraisal and employees productivity in Lubcon oil, Ilorin. The finding was looked at from theoretical.

5.2 Summary of Findings

The study examines Performance Appraisal and employees' productivity in Lubcon oil, Ilorin, Kwara State. However for measurability the two variables each: independent variables include Management by objective, Feedback while the dependent variables are Training and Development, Employees commitment. The study examined how performance appraisal influence employees' productivity in Lubcon Oil, Ilorin, Kwara State.

Four hypotheses were postulated and results derived shows that there is a strong relationship between the variables.

The result of the hypothesis one revealed that performance appraisal significantly affects employees' productivity in Lubcon oil, Ilorin. The study found out that when there is proper performance appraisal the employees tend to be more productive which will boast the organization performance.

The result of hypothesis one findings shows the relationship between management by objective and training and development which is statistically significantly

From the findings, hypothesis two shows that management by objectives has a positive impact on employees' commitment which is statistically significant.

The third hypothesis result shows that performance appraisal feedback has a positive impact on employees' productivity. This performance appraisal will indicate whether employees need more training or not.

Lastly, fourth hypothesis show that there is a strong positive relationship between feedback and employees commitment, respondents agreed that when the employees received feedback of their performance they tend to put more zeal to their performance.

5.3 Conclusion

The study concluded that performance appraisal has a significant impact on employees' productivity in Lubcon Oil, Ilorin, Kwara State. When there is proper performance appraisal in place the organization will be able to evaluate the employees.

In addition it was concluded that performance appraisal is a tool to position employees adequately for optimum production. It also concluded that performance appraisal feedback should involve discussion of weakness and strength of employees actionable.

The findings concluded that performance appraisal has significant effect on training and development for effective performance.

Finally the study concluded that performance appraisal has significant effect on employees' commitment. When employees get feedback on their performance, they tend to put more zeal in their work.

5.4 Recommendations

For the purpose of this research work, the study recommended the following:

- i. Government should enforce performance appraisal to both public and private organization.
- ii. Periodic training and development program should be put in place by Lubcon Oil management to train and retrain their workers in order to be productive.
- iii. Management should encourage Lubcon workers that wish improve on their self-development in order to improve their performance.
- iv. Management of Lubcon Oil should practice MBO to enable staff participation in organizational goal setting and understanding area of responsibilities
- v. Reward should be given to employees whenever feedback is positive.

5.5 Contribution to Knowledge

The research is conducted in Nigeria to examine the impact of performance appraisal on employees' productivity using Lubcon Oil. The research has added to the literature on performance appraisal, and to help the general public understand the concept of performance appraisal and its impact on employees' productivity in Lubcon Oil. This study has provided information on how performance appraisal contributes to the success of employees through its practices. There has been scanty existing research in the impact of performance appraisal on employees' productivity in Lubricant company Ilorin. This research has been to be the remedy to this challenge by giving adequate information on the essence performance appraisal to employees' productivity. This study has been able to identify common factors that make performance appraisal germane to Lubcon Oil.

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APPENDIX

RESEARCH QUESTIONNAIRE

Department of Business and Entrepreneurship,
School of Business and Governance, College of
Humanities, Management and Social Sciences,
Kwara State University, Malete, Kwara state.

Dear Respondent,

LETTER OF INTRODUCTION

The bearer, Musa Luqman Gbadebo with matriculation number **20D/7HBA/00292** is a Masters student of the Department of Business and Entrepreneurship, College of Humanities, Management and Social Sciences; Kwara State University, Malete, Nigeria.

She is currently conducting a research study titled **“IMPACT OF PERFORMANCE APPRAISAL ON EMPLOYEES’ PRODUCTIVITY: CASE STUDY OF LUBCON OIL LIMITED ILORIN, KWARA STATE**

This study is channeled towards examining how entrepreneurial orientation has an effect on the performance of SMEs. In this circumstance, we request your support in helping her fill this questionnaire attached therein in-order to make her carryout this research work objectively. Please note that the information supplied shall be treated with utmost confidence and use purely for academic purposes only. Thanks for your cooperation.

Yours faithfully,

Supervisor

QUESTIONNAIRE

SECTION A: Demographic information of respondents

1. Gender: Male [] Female []

2. Years of working experience as employee: 1-2 years [] 3-4 years [] above 5 years []
3. Marital status Married [] Single [] Divorced []

SECTION B

Please tick the appropriate box for your responses.

- SA - Strongly Agree
- A - Agree
- U - Undecided
- D - Disagree
- SD - Strongly Disagree

S N	STATEMENTS RELATING TO HUMAN RESOURCE DYNAMICS AND PERFORMANCE	SA	A	U	D	SD
1	My organization does human resource planning.					
2	Human resource planning positively impact organizational performance.					
3	Employee motivation commitment increase with effective human resource planning.					
4	Manpower planning helps employee to improve in their quality service delivery.					
	STATEMENTS RELATING TO JOB EVALUATION AND PERFORMANCE					
1	My organization does proper job evaluation.					
2	Job evaluation makes significant impact on organizational performance.					
3	Job evaluation contributes to employee commitment and motivation.					
4	Evaluating jobs helps employees to deliver quality service.					

	STATEMENTS RELATING TO STAFFING AND PERFORMANCE					
1	My organisation gets the right people on the appropriate job.					
2	Getting the right people on the appropriate job has significant impact on organizational performance.					
3	Employees are motivated to work when put on the job they fit.					
4	Recruiting qualified employees helps to improve their quality service delivery					
	STATEMENTS RELATING TO TRAINING AND DEVELOPMENT AND PRODUCTIVITY					
1	My organisation train workers to perform better.					
2	Well trained workers are highly motivated and committed to their job.					
3	Proper training of staff on what to do increase their productivity.					
4	Employees are encouraged for self-development on the job to enhance their quality service delivery.					
5	Public corporation workers are trained how to improve on their service delivery in public corporations.					
	STATEMENTS RELATING TO REWARD SYSTEM					
1	My organisation offers fair and equitable reward system.					
2	Employees are motivated to work when they have a fair and equitable reward system in their organization.					
3	The reward system in our organisation positively affects employee productivity and performance.					
4	The public corporation pay policy helps attract and retain high performing employees to enhance quality service delivery					
5	Employee benefits and allowances given by the public corporation management are commensurate with the service provided by public					

	corporation worker					
	STATEMENTS RELATING TO HUMAN RESOURCE DYNAMICS AND WORKERS ATTITUDE TO WORK					
1	Human resource planning in my organisation encourage workers attitude to work.					
2	Evaluating jobs in the organisation helps workers to improve their attitude to work.					
3	Effective training and development of employees improve their attitude to work.					
4	Fair and equitable reward system helps employees to improve attitude to work.					