

**AN ASSESSMENT OF PERFORMANCE APPRAISAL ON EMPLOYEE  
PERFORMANCE IN NIGERIA LIQUEFIED NATURAL GAS, PORT HARCOURT,  
RIVERS STATE**

**OMI-JAJA SOIBIM  
(09BG09057)**

**SEPTEMBER, 2020**

**AN ASSESSMENT OF PERFORMANCE APPRAISAL ON EMPLOYEE  
PERFORMANCE IN NIGERIA LIQUEFIED NATURAL GAS, PORT HARCOURT,  
RIVERS STATE**

**BY**

**OMI-JAJA SOIBIM**

**(09BG09057)**

**B.Sc. Sociology, Covenant University, Ota, Ogun State**

**A DISSERTATION SUBMITTED TO THE SCHOOL OF POST GRADUATE STUDIES  
IN PARTIAL FULFILMENT OF THE REQUIREMENTS FOR THE AWARD OF  
MASTER OF SCIENCE (M.Sc.) DEGREE IN SOCIOLOGY IN THE DEPARTMENT OF  
SOCIOLOGY, COLLEGE OF MANAGEMENT AND SOCIAL SCIENCES, COVENANT  
UNIVERSITY.**

**SEPTEMBER, 2020**

## **ACCEPTANCE**

This is to attest that this dissertation is accepted in Partial fulfilment of the requirements for the award of the degree of Master of Sciences in the Department of Sociology, College of Management and Social Sciences, Covenant University, Ota, Nigeria.

**Mr. John A. Philip**  
**(Secretary, School of Postgraduate Studies)**

**Signature and Date**

**Prof. Akan B. Williams**  
**(Dean, School of Postgraduate Studies)**

**Signature and Date**

## **DECLARATION**

I, **OMI-JAJA SOIBIM (09BG09057)** declare that this research was carried out by me under the supervision of Dr. Mercy I. Ozoya of the department of Sociology, College of Management and Social Sciences, Covenant University, Ota, Nigeria. I attest that this dissertation has not been presented either wholly or partially for the award of any degree elsewhere. All sources and data scholarly information used in his dissertation are duly acknowledged.

**OMI-JAJA SOIBIM**

**Signature & Date**

## CERTIFICATION

We certify that this dissertation titled **AN ASSESSMENT OF PERFORMANCE APPRAISAL ON EMPLOYEE PERFORMANCE IN NIGERIA LIQUEFIED NATURAL GAS, PORT HARCOURT, RIVERS STATE**, is an original work prepared and submitted by **OMI-JAJA SOIBIM (09BG09057)** in the Department of Sociology, College of Management and Social Sciences, Covenant University, Ota, Ogun state, Nigeria under the supervision of Dr. Mercy I. Ozoya. We have examined and found this work acceptable as part of the requirements for the award of Master of Science in Sociology.

**Dr. Mercy I. Ozoya**  
(Supervisor)

Signature & Date

**Dr. Tayo George**  
(Head of Department)

Signature & Date

**Prof. Emeka E. Okafor**  
(External Supervisor)

Signature & Date

**Prof. Akan B. Williams**  
(Dean, School of Postgraduate Studies)

Signature & Date

## **DEDICATION**

This dissertation is dedicated to my late father Alabo Reynold Richard Oko-Jaja, my forever supportive mother Dr Sabainah Obibi Jaja and my older brothers Senibo and Nengi.

## ACKNOWLEDGEMENTS

I sincerely want to acknowledge the Almighty God that gave me grace and strength to complete this programme. It is imperative to acknowledge the contribution of everyone that forms a part of that challenging journey as a token of my gratitude. I am sincerely grateful to the bishop, (Bishop) Dr. David Oyedepo whose vision brought about this institution which has availed me the opportunity to pursue my degree in this institution. My appreciation goes to the Vice Chancellor of Covenant University Prof. Abiodun H. Adebayo for being proactive in his leadership and his show of commitment to the vision of this great institution. I equally appreciate the Registrar, Pastor Oluwasegun Omidiora for his endless commitment to the institution. I will not forget to appreciate the efforts of the Dean of Postgraduate Studies Prof. Akan B. Williams the Dean College of Leadership and Development Studies, Prof. Olujide Adekeye, the Sub-Dean, Dr. Emmanuel O. Amoo and the Head of Department Sociology Dr. Tayo George whose guidance was available and helpful to achieving this feat.

I also wish to express my profound gratitude to my supervisor, Dr. Mercy I. Ozoya for words of encouragement, importance of female education, and also for her consistent push to finish well, supervision, right from the beginning of my Masters programme till the successful completion of this project. Besides my supervisor. My sincere appreciation goes to all my lecturers (Dr. M. E. Egharevba, Dr. D. Imhonopi, Dr. A. E. Jegede, Dr. T. I. Olawande, Dr. C.O. Adetunde, Dr. Mofoluwake Ajayi) who has one way or the other impacted on my educational journey.

My special thanks go to late Professor Edewor, who was my very first supervisor and helped to pick the topic and how to go about it, may you keep resting in peace.

Words are not enough to appreciate my loving family and friends for their un-wavering love, financial support, emotional support, and encouragement without which I would not have been able to complete this Masters program. I pray that you would reap the fruit of your labour.

I cannot forget my course mates who became friends Elizabeth, Ikechukwu, Tolu, Seun Ajet, Willie, for their assistance during the duration of my Masters programme and the process of writing my dissertation.

I also want to thank my long-time friend Mrs Martha Okoawo and her family for being my backbone during my down times and my little family away from home.

# TABLE OF CONTENT

<b>COVER PAGE</b>	<b>i</b>
<b>TITLE PAGE</b>	<b>ii</b>
<b>ACCEPTANCE</b>	<b>iii</b>
<b>DECLARATION</b>	<b>iv</b>
<b>CERTIFICATION</b>	<b>v</b>
<b>DEDICATION</b>	<b>vi</b>
<b>ACKNOWLEDGEMENTS</b>	<b>vii</b>
<b>TABLE OF CONTENT</b>	<b>vii</b>
<b>LIST OF TABLES</b>	<b>xi</b>
<b>LIST OF FIGURES</b>	<b>xiii</b>
<b>ABSTRACT</b>	<b>xiv</b>
<b>CHAPTER ONE</b>	<b>1</b>
<b>INTRODUCTION</b>	<b>1</b>
1.1 Background to the study	1
1.2 Statement of the Problem	2
1.3 Research Questions	2
1.4 Aim and Objectives	2
1.5 Significance of the Study	3
1.6 Scope of the study	4
1.7 Operational definition of terms	4
<b>CHAPTER TWO</b>	<b>5</b>
<b>LITERATURE REVIEW/THEORETICAL FRAMEWORK</b>	<b>5</b>
2.1 Literature Review	5
2.2 Gaps in Literature	10
2.3 Theoretical framework	10
2.3.1 Reinforcement theory	10
2.3.2 Expectancy theory	12
2.4 Conceptual Framework	14



2.4.1 Performance Appraisal System	14
2.4.2 Elements of Performance Appraisal	17
2.4.2.1 Performance Target Setting	17
2.4.2.2 Continuous Feedback	17
2.4.2.3 Evaluation and Feedback	18
2.4.2.4 Competency, Evaluation and Development	19
2.4.2.5 Career Planning and Development	20
2.4.3 Criteria of Performance Appraisal	21
2.4.4 Employees Performance	22
2.4.4.1 Employee Motivation and Demotivation	24
2.5 Conceptual Model	26
2.6 Hypotheses	26
<b>CHAPTER THREE</b>	<b>27</b>
<b>METHODOLOGY</b>	<b>27</b>
3.0 Introduction	27
3.1 Area of Study	27
3.2 Research Design	27
3.3 Study Population	28
3.3.1 Sample Frame	28
3.3.2 Sample Size Determination	28
3.4 Sample Size	29
3.5 Sampling Techniques	29
3.6 Pilot Study	30
3.7 Data Collection Procedure	31
3.7.1 Research Instrument	31
3.8 Method of data Analysis	32
3.8.1 Model Description and Justification	32

3.9 Reliability and Validity	33
3.10 Ethical Consideration	33
<b>CHAPTER FOUR</b>	<b>35</b>
<b>DATA PRESENTATION/ANALYSIS</b>	<b>35</b>
4.1 Presentation and Analysis of Data	35
4.2 Test of Hypotheses	41
4.2.1 Hypothesis 1	41
4.2.2 Hypothesis 2	43
4.2.3 Hypothesis 3	44
4.2.4 Hypothesis 4	47
<b>CHAPTER FIVE</b>	<b>49</b>
<b>DISCUSSION OF FINDINGS</b>	<b>49</b>
5.1 Discussion of finding	49
<b>CHAPTER SIX</b>	<b>51</b>
<b>SUMMARY, CONCLUSION AND RECOMMENDATIONS</b>	<b>51</b>
6.1 Summary	51
6.2 Conclusion	51
6.3 Recommendations	52
6.4 Contribution to Knowledge	53
6.5 Limitation of the study	54
6.6 Areas for Further Study	54
<b>REFERENCES</b>	<b>55</b>
<b>APPENDIX I: QUESTIONNAIRE</b>	<b>60</b>
<b>APPENDIX II: APPROVAL LETTER</b>	<b>67</b>

## LIST OF TABLES

<b>Table</b>	<b>Title</b>	<b>Page</b>
3.1	Breakdown of one thousand one hundred seventy-one (1171) staff	28
3.2	Proportional sampling	30
3.3	The Operationalisation and Measurement of the Variables in the Model	33
3.4	Reliability Statistics Test	33
4.1	Gender distribution of Respondents	35
4.2	Age of the respondents	35
4.3	Religion of the respondents	35
4.4	The Elements of Performance Appraisal System	37
4.5	The Criteria of Performance Appraisal System	38
4.6	Employee's Performance	40
4.7	Model Summary of elements of performance appraisal system and employee motivation in NLNG	42
4.8	ANOVA <sup>a</sup> of elements of performance appraisal system and employee motivation in NLNG	42
4.9	Coefficients <sup>a</sup> of elements of performance appraisal system and employee motivation in NLNG	42
4.10	Model Summary of elements of performance appraisal system and employee demotivation in NLNG	43
4.11	ANOVA <sup>a</sup> of elements of performance appraisal system and employee demotivation in NLNG	43
4.12	Coefficients <sup>a</sup> of elements of performance appraisal system and employee demotivation in NLNG	44
4.13	Model Summary of the criteria of performance appraisal system and employee motivation in NLNG	45
4.14	ANOVA <sup>a</sup> of the criteria of performance appraisal system and employee motivation in NLNG	45
4.15	Coefficients <sup>a</sup> of the criteria of performance appraisal system and employee motivation in NLNG	45

4.16	Model Summary the criteria of performance appraisal system and employee demotivation in NLNG	47
4.17	ANOVA <sup>a</sup> the criteria of performance appraisal system and employee demotivation in NLNG	47
4.18	Coefficients <sup>a</sup> the criteria of performance appraisal system and employee demotivation in NLNG	47

## LIST OF FIGURES

<b>Figures</b>	<b>Title</b>	<b>Page</b>
4.1	Education qualification	36
4.2	Length of Service	36
4.3	Employment status	37

## ABSTRACT

*The primary objective of this study is to assess the effect performance appraisal system on employees' performance. Performance appraisal system provides the right feedback about the performance of an employee. Most studies have reported that performance appraisals are not motivating the employees, but there are controversies among authors. A social survey method was used. One thousand one hundred seventy-one (1171) staff was considered according to Nigeria Liquefied Natural Gas (NLNG) official report. A proportional sampling and simple random sampling techniques were used to select 298. Questionnaire was used as research instrument. The Cronbach's alpha SPSS of the questionnaire was 0.868. Multiple Regression analysis was used with aid of Statistical Package for Social Sciences (SPSS 26.0). The model considered for this study were Motivation employees, demotivation to employees, Elements of performance appraisal system, and Criteria of performance appraisal system. The result shows that there is significant relationship between the elements of performance appraisal system and employee performance. Also, it revealed that the criterial of performance appraisal of the organization boost the performance of the employee. It is recommended that NLNG should ensure that they meet the need of their employees after the performance appraisal. If employee works hard then organizational goal, the employee should be compensated effectively. Also, NLNG management should consider the use of positive reinforcement strategy to provide positive rewards to their staff when they perform well. This is conforming to the reinforcement theory; staff should be rewarded according to their contribution through effective teams. A positive reinforcement should be considered as a technique to elicit and strengthen staff by adding rewards and incentives instead of eliminating their benefits.*

**Keywords:** Performance, appraisal, development, elements, criteria, management, motivat