

PERFORMANCE APPRAISAL AS A TOOL FOR EMPLOYEE DEVELOPMENT
(A STUDY OF WAPCO LAFARGE PLC)

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BY

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Being a research project submitted to the

Department of Business Management, College of Business and Social Science,

In partial fulfillment of the requirement for the award of Master of Science (M.Sc)

Degree in Industrial Relations and Human Resource Management of the Department of

Business Management, College of Business and Social Science, Covenant University,

Ota, Ogun State, Nigeria.

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CERTIFICATION

This is to certify that **Obanla Rasheedat Titilayo** with matriculation number **13PAC00498** carried out this research work titled **Performance Appraisal as a tool for Employee Development (A Study of WAPCO LAFARGE Plc)** under my supervision that this research work has not been previously submitted for the award of the award of any degree in this or any other university.

DR. OSIBANJO, O.A.

(Supervisor)

.....

(Signature & Date)

DECLARATION

I declare that this project is based on a study undertaken by Obanla Rasheedat Titilayo in the Department of Business Management, College of Business and Social Science, Covenant University under the supervision of Dr. O.A. Osibanjo.

This project report has not been submitted elsewhere for the award of a degree. The ideas and views of the research project are products of the research conducted by the researcher. Where the ideas and views of other researchers have been expressed, they have been duly acknowledged.

Obanla Rasheedat Titilayo
(Researcher)

.....
(Signature & Date)

Dr. Osibanjo, O.A.
(Supervisor)

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(Signature & Date)

Dr. Worlu, R.K.
(Head of Department)

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(Signature & Date)

.....
(External Examiner)

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Signature & Date

DEDICATION

I dedicate this research to God Almighty who is the Alpha and Omega of my life. I also dedicate it to my loving parents Mr. and Mrs. M.A.O Obanla who stood by me all through this research.

ACKNOWLEDGEMENT

I give glory to my Father in heaven for the grace and wisdom to write this project.

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Abstract

The research work is titled performance appraisal as a tool for employee development in Wapco Lafarge Plc. The objectives of this research is to identify whether the open appraisal system enhances employees training, determine if confidential appraisal leads to employee development, to ascertain if performance appraisal enhances employee empowerment and to investigate if semi-secret and semi-open system of appraisal allows for delegation. The questionnaire method was used in the collection of data relevant to the research. Two hundred and twelve members of staff of Wapco was selected as sample size for this research. The questionnaires' where analyzed using simple percentage and hypotheses were tested using regression on the statistical package for the social sciences SPSS.

It was discovered and concluded that the open appraisal system enhance employee's training in WAPCO and the confidential appraisal does not lead to employee development. It was also concluded that performance appraisal does not enhances employee empowerment and that the semi-secret /semi-open system of appraisal allows for delegation.

It was recommended that managers should encourage the open appraisal system for better performance. The confidential appraisal should not be accepted by organizations because, employees are unaware of their performance and there is no trust among managers and subordinates.