The Effects of Feedback and Reward System on Employee Engagement in Nigerian National Petroleum Corporation (NNPC)

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Abstract
This paper examines the effect of feedback and reward system on employee engagement in Nigerian National Petroleum Corporation (NNPC). Survey research design was employed with a population of 6621 staff of NNPC as at April 2020. Both primary and secondary data were used; Questionnaire copies were shared among samples of 377 respondents from NNPC and other subsidiaries and divisions. Data analysis was conducted using mean, standard deviation and inferential statistics (ANOVA). Pearson's Product Moment Correlation Co-efficient was used to test hypothesis with the help of SPSS version 20, which addresses the extent of the relationship between the variables under consideration. This study pointed out various proxies of performance management system notably; feedback result, reward system and measurement of performance. The findings showed that performance management has a statistically significant impact on employee engagement. Therefore, the study concludes that objective feedback result, reward framework and measurement of performance have a significant and positive impact on employee engagement in Nigerian National Petroleum Corporation (NNPC). The researcher recommended that the organization should give just and fair reward system and link such to the results of the performance evaluation; management of the organization should as a matter of necessity review employees' work and offer feedback on their strengths and weaknesses; and finally the Nigerian National Petroleum Corporation (NNPC) should measure staff performance both quarterly and annually in order to improve employee engagement.
Keywords: *Performance Management, Employee Engagement, Nigerian National Petroleum Corporation (NNPC)*

I. Introduction

Organizations do try to have reasonable goals and strive to achieve them methodically and effectively. Organizations ideally should monitor, enable, and use their resources to achieve their optimal performance (Al-Qudah et al., 2020). Govender and Bussin (2020) view performance management as an interaction that builds a positive approach to organizational employee improvement by inspiring employee performance through personal competencies and cooperation. Performance management is likewise a cycle that includes multiple aggregate exercises that add to the feasible management of each engaged employee and team to achieve a competent, significant level of performance (Rohman et al., 2021).

Aguinis and Burgi-Tian (2021) also described some of the unique essential part of managing performance, as it manages the way of evaluating individual employee and team performance, tailoring the work role with an organizational approach, and regularly criticize the exercises. Performance management is a consistent cycle of estimating, generating, and investigating the performance of employees and groups, and tailoring the performance of workers to the essential goals of the organization (DeNisi & Murphy, 2017; Audenaert et al., 2016). However, emphasize on employee engagement in the process of performance management may increase performance in the organization.

A particular organization's performance success and failure is determined by an organization that is competent and feasible in terms of its accessible resources, for example, people (employees), monetary, physical and data (Bakker, 2021). Among four noted resources, the human resource (employee) is the main and essential chapter of all resources for the resilience of an organization. The performance of each organization starts with

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effective engagement each employee. Acharya and Anand (2020) opined that employee engagement is emphasized on the people contribution under strong working conditions, improve individual advancement, promote mutual self-assurance and understanding between the workers and employer and also among the workers themselves.

Awan et al. (2020) expressed that almost every organization is achieving some critical points related to employee engagement using a performance management framework. He further clarified that these destinations incorporate the arrangement of performing culture, encouraging employees to build their abilities, deciding on helpless entertainers, assess workers' qualifications for their promotion and elimination, and helps to use business procedures. Consequently, recognizing the authoritative approach and achieving its goals is largely dependent on successful performance management and successful employee engagement (Bhat & Bharel, 2018).

Statement of the Problem

The desire for modern organizations to improve performance management systems underscores the significance of workers in an organization and their function in making any organization to be effective and efficient. Performance management has become relevant to an organization and it has increased pressure to achieve high performance levels and raised the bar for various work practices. Thus, productive performance management has a key part in HR (Wei et al., 2019).

Despite the relevance of PMS on employee engagement, the absence of effective performance management to quantify employee performance and commitment levels in the company has become the main obstacle that confronts managers in all forms of organizations. Performance appraisal in this manner is essential to get the best from the engaged workers. Without a purposely coordinated work course of action, people will by and large make decisions about the work performance of others, including their subordinates regularly, arbitrarily and deliberately (Dipboye, 2018). Individuals' view to settle on choices without a coordinated work system can turn out to be genuine, enticing, good and lawful issues in the workplace. Without convincing performance management, the likelihood of guaranteeing that the choices caused will be legitimate, sensible, sound and exact is insignificant (Sonnentag, S. 2017).

Also, low level of leadership commitment is another obstacle of performance management system. Commitment of leadership and assistance is a must for smooth execution of PMS. Leaders must drive the procedure to make performance management an inherent portion of the administration of the organization to efficiently engaged workers. As noted by Armstrong (2018), leaders play a complex role in advancing the company's procedures and policies which can guarantee huge performance in the company. Thus, while executing the Performance Management System, leaders are responsible for timely and guide employees on why PMS is needed in the organization and why each engaged employee will make the organization to grow.

Objectives of the study

The main purpose of this paper is to examine the impact of performance management on employee engagement in the Nigerian National Petroleum Corporation (NNPC). The specific objectives of the study include:

i.   To analyze the effect of feedback of result on employee engagement in Nigerian National Petroleum Corporation

ii.   To evaluate the effect of reward system on employee engagement in Nigerian National Petroleum Corporation

iii.   To evaluate the effect of measurement of performance on employee engagement in Nigerian National Petroleum Corporation

Research Questions

The work is supported by the following study questions:

i.   To what extent does feedback of result affect employee engagement in Nigerian National Petroleum Corporation?

ii.   How does reward system affect employee engagement in Nigerian National Petroleum Corporation?

iii.   What is the effect of measurement of performance on employee engagement in Nigerian National Petroleum Corporation?

Research Hypotheses

The null hypotheses are characteristic arithmetic theories and were developed by asking a question, then rephrasing that question in a form that assumes no relationship between the variables. Simply, suggesting an idea that an action or behavior has no consequence. The work is guided by the following null hypotheses

H_{O1}: Objective setting does not have significant relationship with employee engagement in   Nigerian National Petroleum Corporation.

H_{O2}: Amendment to objectives does not have significant relationship with employee engagement in Nigerian National Petroleum Corporation.

H_{O3}: Feedback of result does not significantly influence employee engagement in Nigerian National Petroleum Corporation.

H_{04}: Reward system does not significantly influence employee engagement in Nigerian National Petroleum Corporation.

H_{O5}: Measurement of performance does not have significant relationship with employee engagement in Nigerian National Petroleum Corporation.

II. Literature Review

2.1 Conceptual Review

The conceptual structure is an attempt to develop the relationship between independent variable and dependent variable. The independent variable is Performance Management System (objective setting, amendment to objective, feedback result, reward system, and measurement of performance), while dependent variable is Employee Engagement as appeared in figure 2.1 above (Abbasi & Chishty, 2020).
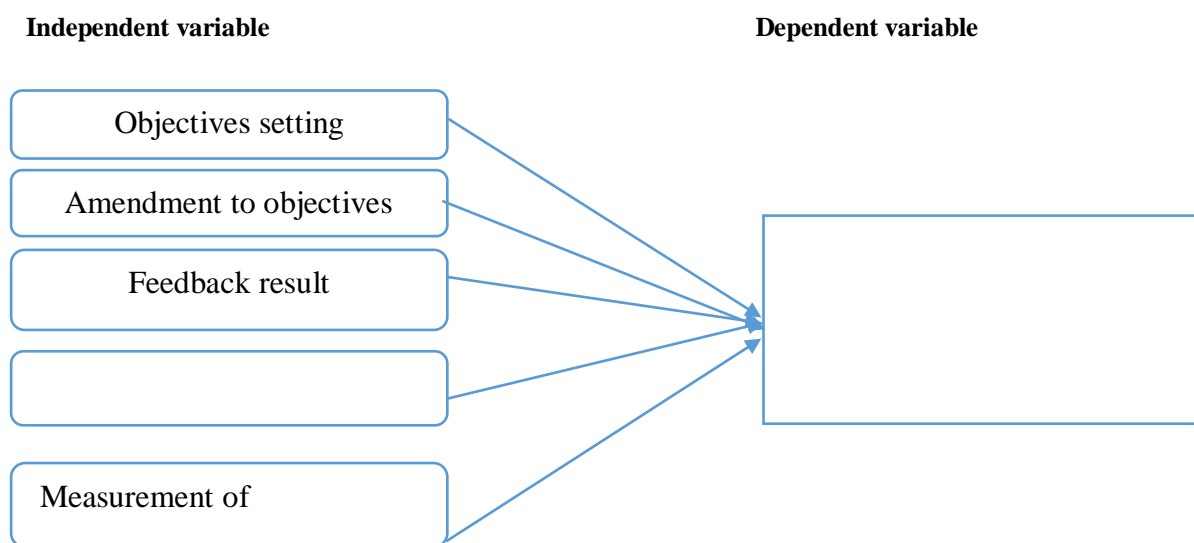
Independent variable   **Dependent variable**

| Objectives setting |
| Amendment to objectives |
| Feedback result |
| |
| Measurement of |

Fig 2.1 Author's Conceptual framework, 2021

2.1.1 Concept of Performance Management System (PMS)

Conceptually speaking, there is no general acceptable definition of performance (Amos et al., 2021). This resulted to different definitions of performance from various studies. Tamba & Riyanto (2020) see performance as associated with quantity and quality of productivity, nature of effectiveness, and appearance on the efficacy and accomplished work. Fitriati et al. (2020) notes that different components of performance of employee such as duties designed for performance, attendance of work and organization could serve as an assessment instrument.

However, Armstrong (2018) described Performance Management as a concept in the area of human resource management which practitioners and researchers defined in different ways. It is a systematic procedure to enhance performance of organization through individual or team performance. He added that it is a way of obtaining efficient result by managing and understanding performance within an accepted arrangement of designed objectives, competency and standards requirement. This definition depicts performance management as a strategy that align individual goal to the goal of organization and hence urges individuals to keep up with organizational value. This definition is additionally lined up with the view of Shawyun's (2021) which notes that performance management is a pattern of building a typical viewpoint on what is to be attained and how it is to be attained as well as methods to oversee people who can expand the possibility of attaining progress. These two definitions are aligned with the general goal of performance management which is to enhance both individual and organizational performance.

Othman and Mahmoud (2020) see performance management as a continuous way of measuring, developing and identifying individuals' performance as well as aligning performance with the organization's strategic objective. This definition makes it exceptional to get a handle on all the fundamental parts of performance management system and how it can line up with organization's strategic objective without communicating how that objective can be accomplished.

2.2 Components of performance management system
Feedback of performance

Armstrong (2017) depicted performance appraisal or input of performance as an excellent practice that identify the form of occupation and control the engagement connection in order to sustain and induce employee potential, in accordance to its demand. The objective of performance assessment practices is to help and assist organizations in displaying up decisions and goals on pay, recognized training, promotions, conduct of analysis and recognition of employee for a task done in a correct way (Schleu & Huffmeier, 2020).

Lee et al. (2021) portrayed feedback as the data offered to an individual worker on his performance in the work place. Gronseth and Hutchins (2020); Turner (2020) recognized that the feedback instrument goes probably as a strategy for finding their deficiency and efficiency. Another structural attribute of PMS is feedback performance which serve as a source used by company to gather performance information.

Measurement of performance

Maham et al. (2021) express worker performance as a series of workforces` attitude that could be evaluated, gauged and examined on individual level. Also, they see employee performance as an achievement that can be assessed and measured. Henderson & Horan (2021) portray that performance could be measured by different mixture of time, cost, quality; and quantity. Originally, performance of employee is what a worker does or does not do. According to Chen & Khuangga (2021), performance is associated with quality, quantity and timeless of productivity in the organization. The measurement of performance in the view of organization is formally narrated as the extent to which organization measure the rate or performance score of employee in relation to his/her contribution to the realization of stated goal.

Reward Systems

Berger D. (2021) averred that reward system is a strategy for giving an employee a specific situation in a workplace. Reward techniques are made up of aides, pay, and advantages offered for the worker as attestation for their contribution to the businesses. Experts have additionally seen that acknowledgement and prizes are incredibly critical to pulling in labor forces, subsequently, the non-appearance of attestations may drive burnout in the workplace (Kryscynski et al., 2020). Khan et al. (2017) articulate that acknowledgement could take the presence of being certified for sample meeting or informal, for example, an "offer of well done" to improve labor force's happiness and delight which will lead to further commitment.

2.3 The Concept of employee engagement

According to Ahmed et al. (2020) the term employee engagement is a psychological state where workers feel a vested desire in the company's progress and perform a high standard that may exceed the expected requirements of the work. A committed worker aware of organization context and works with other employees to enhance performance within the work for organizational advantages. As noted by Khodakarami & Dirani (2020), employee engagement is a merger of commitment to the company, its qualities and a desires to support their colleagues.

Shenoy et al. (2020) sees that employee engagement as the science and art of committing people in recognized and authentic association to roles, strategy, organization, performance, customers, relationship, community, development, and energy that change the job connections into end results. Whereas Men et al. (2020) clarify that an employee engagement is that who is completely vigorous, connected emotionally with the company in attaining the objective. Austin and Gregory (2020) narrated that the employee engagement is about having a commitment psychology toward the assigned work, which is vividly reflected in his/her commitment to job.

There are frequently three (3) sorts of engagement that happen in the organization. All are different in terms of their role and involvement and in the organization (Clack, 2021).

Engaged Employees: this is considered as the foundation of the organizational improvement. Such kind of workers have positive direction on organizations. They are not only doing their job but also perform a significant role in attaining the objectives and goals of an organization. Engaged employees would like to utilize their skill and effort at work every day. They operate with drive, innovation, passion and promote an organization through their performance

Not Engaged: this type of workers emphasis only about their job and not in any other things such as improvement, objectives and goals of the organization. They lack enthusiasm and energy in their job. These types of employees do not have collaborative connection with their colleagues and the employers. Their impact is small in the development and success of the organization

Actively Disengaged: these workers do not do their job in an appropriate manner and do not promptly complete their job. Their impact is mostly negligible in the development and success of the company. They are dissatisfied at job and depends on the work of other staff of the company. Such category of workers carry the company in the negative direction leading to inability of the company to attain its objectives and goals.

2.4 Empirical Review
This study provides the following empirical evidences to support the topic under study:

According to Otieno et al. (2016) examined the effect of workers' commitment on the organization's performance in the Kenyan plant region. A cross-sectional study research plan and a different control system were utilized for the evaluation. The reviews were utilized as an apparatus for choosing data. Inferential statistics were utilized in testing the association that existed between the variables considered. The results of the study revealed that employee involvement is essential. The evaluation showed that employee involvement is an important determinant in an organization's performance in Kenya's agricultural area. The results show a positive and critical link between the chapter on performance appraisal and performance, which concerns employee involvement.

Agyare et al. (2016) opined that Performance Management helps organizations make better use of their employees' capabilities and increase the required compatibility between the various components of the organization and the standard goals in these hierarchical performance improvement lines.

Idemobi et al. (2017) investigated impact of reward system on the performance of organization. The data adopted was gathered with the help of a questionnaire and analyzed using the independent chi-square test. The outcome shows that: reward system of organizations has a positive impact on employees'' performance; there occurs a relevant connection between reward system and employees attitude to work. These resulted to the conclusion that reward systems have positive impact on employees' attitude to work.

Ajila and Abiola (2017), examined the effect of feedback mechanism and employee engagement in Nigeria organization. Significant conceptual, theoretical and empirical literatures were reviewed. The research used theory of Expectancy Theory and Human Capital Theory to explain the study. The descriptive survey research design were adopted. The research was done in Anambra State. The population of the study consists 257 public secondary schools in Anambra State. The sample comprises of overall population. Structured questionnaire was the instrument for data collection. Hypotheses was tested using Z-test at 0.05 level of significance. The work shows that feedback mechanism shows significance impact on improving employee engagement in Nigeria organization.

Markos (2020) studied "Worker Commitment: key of improving performance" among employees in India. It was uncovered that Representative commitment is a more grounded marker of positive various leveled performance like higher specialist support, proficiency, profitability, improvement and purchaser unwaveringness. The investigation communicated that for workers to be totally associated with there is need for commitment to start from the overseers and the pioneers. They in like manner suggested that back and forth movement investigation should focus in on cash saving preferred position examination of decision's commitment without giving more noticeable emphasis on neither bit of leeway nor the cost.

2.5 Gap Identified in Literature
The most intense gap in the previous similar topics have described what is known about performance management and employee engagement. The present research will explore effect of performance management on employee engagement in Nigeria National Petroleum Corporation. This research is important because it explained how relevant are objective setting, amendment of objective, feedback result, reward system and measurement of performance (which formed components of performance management system) as it affect employees' engagement in NNPC.

III. Methodology

3.1 Research Design
This research used the survey research design. It allows the study to assess thoughts, opinions, and feelings of respondents through a structured closed ended questionnaire (Kramer, 2020). The design enables the utilization of descriptive statistics to address relationship of variables. The purpose is to predict the effect of performance management system on employee engagement in Nigerian National Petroleum Corporation (NNPC).

3.2 Population and sample size
The study populace contains the workers of NNPC in Nigeria. Considering the population of NNPC, the organization stated that it has 6,621 staff, both at its headquarters and across other locations, subsidiaries, service units and divisions in Nigeria. Evidently, as stated in Vanguard, Monday, May 25, 2020, the population of NNPC staff strength as of April 20, 2020 in Nigeria was estimated to be 6,621 employees (Vanguard, 2020).

Table 3.1: NNPC Staff Population by Divisions and Business Units

S/N	Subsidiary Divisions/Strategic Business Units	Staff Population	%
1	Corporate Headquarters	1,801	27.2
2	Nigerian Pipelines and Storage Company (NPSC)	861	13
3	Kaduna Refining and Petrochemical Company (KRPC)	758	11.5
4	Port Harcourt Refining Company (PHRC)	655	9.9
5	Nigerian Petroleum Development Company (NPDC)	550	8.3
6	Warri Refining and Petrochemical Company (WRPC)	485	7.3
7	National Petroleum Investment Management Services (NAPIMS)	426	6.43
8	Petroleum Products Marketing Company (PPMC)	255	3.9
9	Nigerian Gas Company (NGC)	254	3.8
10	Integrated Data Services Limited	175	2.6
11	Crude Oil Marketing Division	152	2.3
12	National Engineering and Technical Company Limited (NETCO)	64	0.97
13	Nigerian Gas Marketing Company (NGMC)	185	2.8
		6621	100

Source: NNPC Divisions/Strategic Business Units report 2020
(www.vanguardngr.com/2020/05/nnpc-subsidiaries-have-6621-staff-nationwide).
To obtain sample size from the population, Taro Yamane (Yamane, 1973) formula was used.
The formula is as follows:
$n = N/ 1+ N (e)^2$
So,
 n = sample size
N = a population size
e = precision level (A 5% precision level or 95% level of confidence, was assumed)
 1 = unchanged
The below variables were adopted in evaluating the sample size:
 Confidence interval = 95 %
 e = Margin of error = 0.05
 Substituting into the Yamane's formula,

$$n = \frac{6621}{1+6621(0.05)^2}$$ ------------------(3.1)

$$n = \frac{6621}{1 + 6621(0.0025)}$$

$$n = \frac{6621}{1 + 16.55}$$

$$n = \frac{6621}{17.55}$$

$n = 377.27$

N= 377

3.3 Sources and Methods of Data Collection

The information adopted for this study is primary data. A structured survey questionnaire was administered to the staff of Nigerian National Petroleum Corporation to respond on the impact of performance management on employee engagement in Nigerian National petroleum Corporation. The close-ended questions of modified Likert five-point rating scale was adopted for the study. The response format ranged from "strongly agree" (5) to "strongly disagree" (1).

3.3.1 Validity and Reliability

Validity exists if the instruments measure what they ought to evaluate. A pilot study was done to refine the study by engaging the respondents to answer the questions accurately and to have a smooth data recording (Saunders et al., 2016). For face validity, senior staff academics in the Business Administration Department were moved nearer to assess the survey for comments on the suitability and completeness of questionnaire. Both dependent and independent variables in the question statements were reconstructed and erase to address a sole variable. Similarly, questions that are recognized as too long were rephrase and simple vocabularies were adopted to simplify the questions for reasonable understanding (Saunders et al., 2016).

Reliability is focused on accuracy and precision. It is the extent to which a tool evaluates the same way each time it is utilized under similar situation with the same subjects. For reliable research instrument, respondents should yield the same results. To cut it short, it is the repeatability of measurement. In this study, the researcher adopted Cronbach's alpha (α) in order to test the reliability of the research instruments, which simplifies the degree to which a set of test items can be treated as measuring a sole latent variable (Bujang et al.,

2018). The 0.70 recommended value was utilized. Cronbach's alpha in an overall form of the Kunder-Richardson (K-R) formulas which was adopted to access internal consistency of an instrument based on split-half reliabilities of data from any reasonable halves of the instrument. It further minimizes time needed to calculate a reliability coefficient in other techniques (Taber, 2018).
The Kunder-Richardson (K-R) is founded on the following formula:

$$KR = \frac{(K)(S^2) - \sum s^2}{S - (K-1)} \text{--------------(3.3)}$$

KR =Reliability coefficient of internal consistency
K =Number of items used to measure the concept

S^2 =Variance of all scores

s^2 =Variance of individual items

However, the Likert type scale was utilized in the Cronbach's alpha calculations. The 5-level Likert scale comprised of marks allocated as 5 = Strongly Agreed (SA), 4 = Agreed (A) 3 = Undecided (U), 2 = Disagreed (D); and 1 = Strongly Disagreed (SD). This is presented in table 3.3 below:

3.4 Method of Data Analysis
The study conducts analysis of data in two stages, notably, the descriptive statistics and inferential analysis. The descriptive statistics analysis which is first stage will be computed by utilizing distribution tables of mean, percentage and standard deviation. This kind of analysis depicts insight into the mode of responses by the participants as it relates to the variables of study. The perception of the participants on performance management system and employee engagement will be provided. The research hypotheses will be analyzed with the help of correlation and linear regression; further support with the help of ANOVA and the Statistical Package for Social Sciences (SPSS) *version 20*. Hence the data from any survey collected can be exported to SPSS for detailed analysis (Hair et al., 2016).

3.5 Model Specification
The model used in establishing the relationship between the variables us as follows:
Y= f (X_1, X_2, X_3, X_4, X_5) ………………………………………………………….(1)
The econometric model is given as the following:
Y= α0 + $β_1X_1$+$β_2X_2$+$β_3X_3$+$β_4X_4$ + $β_5X_5$ + μi equation………..…………….……………(2)
Y= Dependent variable.
X_1-X_5= independent variables
Where,
Y = Employee Engagement.
X_1 = Objective setting.
X_2 = Amendment of Objective.
X_3 = Feedback Result.
X_4 = Reward System.
X_5 = Measurement of Performance.
α = Intercept (mediating variable: Leadership/Management Style).
$B_1 − β_5$ = slopes of the independent variables (Performance management System).
μi = Random error.

IV. Result and Discussion
4.1 Result
This section captures data collation, analysis, results and interpretation based on the questionnaires administered in relation to the research objectives, research questions and the hypotheses postulated. The section comprises of two subsection such analysis on overview of data collection (demographic of respondents), descriptive statistics and testing of hypothesis. However, three hundred and seventy seven (377) questionnaires were electronically sent to the staff of Nigerian National Petroleum Corporation (NNPC). Three hundred and fifty eight (358) questionnaires were duly returned representing about 94.96% while nineteen (19) questionnaires indicating 5.04% were not retrieved. The adequacy of this response rate is justified in reference to Kothari C.R. (2019) who noted that a response rate of 50% is adequate for reporting and analysis; a 60% rate is good and a response rate of 70% and over is excellent; hence this rate of response was adequate for analysis. Therefore, analysis was done based on 358 response rate.

4.1.1 Overview of Data Collection

Table 4.1 Demographic Characteristics of Respondents

Variable Name	Group	Frequency	Percentage (%)
Gender:	Male	253	70.7
	Female	105	29.3
	Total	**358**	**100.0**
Age:	Less than Thirty yrs	95	26.5
	Thirty one to Fourty yrs	99	27.7
	Fourty one to fifty yrs	115	32.1
	Fifty one and above	49	13.7
	Total	**358**	**100**
Marital Status:	Married	278	77.7
	Single	71	19.8
	Divorced/Separated	9	2.5
Year of Experience:	Less than ten years	44	12.3
	Between 10 and 15 yrs	151	42.2
	Between 16 and 20 yrs	108	30.2
	Between 21 and 28 yrs	25	7.0
	29 years and above	30	8.3
	Total	**358**	**100.0**
Level of Education:	Secondary	11	3.1
	Post – Secondary	22	6.2
	University	249	69.5
	Other	76	21.2
	Total	**358**	**100.0**
Cadre	Junior	30	8.3
	Senior	268	74.9
	Management	60	16.8
	Total	**358**	**100.0**

Source: Field Survey, 2020

Table 4.1 above depicts that out of 358 respondents sampled for this research, 253 (70.7%) of the respondents were male while 105 (29.3%) were female. This signifies male respondents were with majority sampled for this study. Also, the table reveals that out of 358 respondents sampled for this study, 95 (26.5%) of the respondents were less than thirty years of age, 99 (27.7%) of them were between thirty one and fourty years, 115 (32.1%) respondents were between fourty one and fifty years. Fifty one years and above respondents were 49 (13.7%). This implies that many of the respondents sampled for this work were between fourty one and fifty years of age.

More so, on marital status, the table signifies that out of 358 respondents sampled for this study, 278 (77.7%) of the respondents were married, 71 (19.8%) were single, while 9 (2.5%) were divorced. This shows that majority of the respondents sampled for this study were married. It was furthermore, reveals on the year of experience that out of 358 respondents sampled for this study, 44 (12.3%) of the respondents were less than one-year experience, 151 (42.2%) of respondents were between two and six years working experience, 108 (30.2%) respondents were between seven and eleven years working experience, 25 (7.0%) of respondents were between twelve and sixteen years working experience, while 30 (8.3%) respondents were workers with seventeen years and above working experience. This implies that majority of the respondents sampled were between ten to fifteen years working experience.

Moreover, on the level of education, the table shows that out of 358 respondents sampled for this study, 11 (3.1%) have secondary school certificate, 22 (6.2%) held post-secondary school certificate, 249 (69.5%) were university degree holders, while 76 (21.2%) were those with post-graduate qualification. This shows that majority of the respondents sampled were university degree holders. Finally, on the cadre of respondents, table 4.1 shows that out of 358 respondents sampled for this study, 30 (8.3%) of the respondents were in junior cadre, 268 (74.9%) were in senior cadre, while 60 (16.8%) were in the management level. This shows that majority of the respondents sampled for this study were senior cadre.

4.1.2 Descriptive Statistics

The study raised five research questions and were answered using mean and standard deviation. In answering these research questions, the questionnaire items were structured on a five Likert scale response-type, items whose mean scores were closed to 5 = Strongly Agreed (SA), 4 = Agreed (A) 3 = Undecided (U), 2 = Disagreed (D); and 1 = Strongly Disagreed (SD) respectively. However, responses on both strongly agree and agree were blended together as agreed, while disagree, strongly disagree were blended as disagree, since 5 + 4 + 3 + 2 +1 = 15, this 15/5 = 3. Thus, the grand mean item greater than 3 is remarked as Agreed, while grand mean items less than 3 is remarked Disagreed.

Research Question One: To what extent does performance feedback affect employee engagement in Nigeria National Petroleum Corporation (NNPC)?

Table 4.2: Descriptive Statistics of Effect of Performance Feedback on Employees' Engagement in the NNPC

Feedback Management on Employee's Engagements	Mean	Std. D.
The way in which my organization provide me feedback is satisfied by me	4.01	.80
My organization highly engaged in providing positive feedback for quality performers than criticizing the poor ones	3.94	.84
Current performance feedback in my organization is fair and unbiased.	3.51	.98
The feedback I receive on how I committed to my job is hugely important	3.48	1.19
Grand Mean	**3.74**	**2.04**
Remark	**Agreed**	

Source: Field Survey, 2020

Table 4.2 shows that 4.01 mean indicates that the way in which my organization provide me feedback is satisfied by me, 3.94 mean identifies that my organization highly engaged in providing positive feedback for quality performers than criticizing the poor ones, 3.51 mean shows that current performance feedback in NNPC organization is fair and unbiased while 3.48 mean simplifies that the feedback receive by employee on how he/she committed in the job is highly relevant. Hence all the statements on the effect of performance feedback on employees' engagement were agreed upon given the grand mean score 3.74. Thus, there is a great effect of feedback on employees' engagement in the Nigerian National Petroleum Corporation (NNPC).

Research Question Two: How does performance reward influence employees' engagement in the Nigerian National Petroleum Corporation (NNPC)?

Table 4.3: Descriptive Statistics of Effect of Performance Reward Management on Employees' Engagement in the NNPC

Reward Management On Employee's Engagement	Mean	Std. D.
I am frequently motivated with rewards provided by my organization	4.34	.84
Reward opportunities encourage staff to be creative	4.15	1.31
My organization influences my performance by linking the reward on employee engagement	4.09	1.14
My level of wage is satisfactory and fair to the rate of my performance	3.98	1.45
Grand Mean	**4.14**	**3.13**
Remark:	**Agreed**	

Source: Field Survey, 2020

Table 4.3 shows that 4.34 indicates that employee is frequently motivated with rewards provided by my organization, 4.15 mean agreed that reward opportunities encourage staff to be creative, 4.09 mean accepts that organization influences employee performance by linking the reward on employee engagement while 3.98 mean shows that employees level of wage is satisfactory and fair to the degree of their performance in NNPC. Therefore all the statements on the influence of performance reward on employees' engagement were agreed upon given the grand mean score 4.14. Thus, there is a great effect of reward on employees' engagement in the Nigerian National Petroleum Corporation (NNPC).

Research Question Three: What is the impact of measurement of performance on employees' engagement in the Nigerian National Petroleum Corporation (NNPC)?

Table 4.4: Descriptive Statistics of Impact of measurement of Performance on Employees' Engagement in the NNPC

Impact of Performance measurement on Employee's Engagement	Mean	Std. D.
The measurement of performance has improved communication between the management and the employees	3.58	.619
Performance ratings on employee are done periodically in my organization	2.29	.81
Measurement of performance assist to know the strength and weakness of the worker	3.19	.77
Through performance measurement, the chances of opportunity for promotion are available	3.87	1.37
Grand Mean	**3.23**	**2.36**
Remark:	**Agreed**	

Source: Field Survey, 2020

In the table 4.4 above, the mean value 3.58 shows that measurement of performance has improved communication between the management and the employees. 2.29 mean value indicates that performance ratings on employee are done periodically in my organization, the mean 3.19 signifies that measurement of performance assist to know the strength and weakness of the worker while 3.87 mean indicates that the chances of opportunity for promotion are available through performance measurement. Hence, all the statements on the

impact of performance measurement on employees' engagement were agreed upon given the grand mean score 3.23. Thus, there is a great impact of performance on employees' engagement in the Nigerian National Petroleum Corporation (NNPC).

4.2 Research Hypotheses
Pearson Product Moment Correlation (PPMC) and regression analyses at 0.05 level of significance were used to test the hypotheses formulated in the study.

Table 4.5: Summary of Pearson Product Moment Correlation (PPMC) between Effects of feedback Management on Employee's Engagement in NNPC

Variables		Employees' Engagement	Feedback Management
Employees'	Pearson Correlation	1	.437
Engagement	Sig. (2-tailed)		.000
	N	358	358
Feedback	Pearson Correlation	.437	1
Management	Sig. (2-tailed)	.000	
	N	358	358

*Significance at p<0.05

Table 4.5 reveals the Pearson 'r' .437 gotten with a p-value of .000 computed at 0.05 alpha level. Since the p-value of .000 is less than 0.05 level of significance, the null hypothesis three is not retained. Therefore, there is a statistically significant effect of feedback management on employees' engagement in the Nigerian National Petroleum Corporation (NNPC) (Pearson $_{\{358\}}$ = .0.50, p<0.05). Hence, performance feedback management positively (0.437) contributed to employees' engagement in the Nigerian National Petroleum Corporation (NNPC).

Hypothesis One: *There is no significant influence of* performance *reward management on employees' engagement in the Nigerian National Petroleum Corporation (NNPC).*

Table 4.6: Summary of Pearson Product Moment Correlation (PPMC) between Effect of Performance Reward on Employee's Engagement in NNPC

Variables		Employees' Engagement	Performance Reward
Employees'	Pearson Correlation	1	.682
Engagement	Sig. (2-tailed)		.000
	N	358	358
Performance Reward	Pearson Correlation	.682	1
	Sig. (2-tailed)	.000	
	N	358	358

*Significance at p<0.05

Table 4.6 shows the Pearson 'r' .682 gotten with a p-value of .000 computed at 0.05 alpha level. Since the p-value of .000 is less than 0.05 level of significance, the null hypothesis four is not retained. Therefore, there is a statistically significant influence of reward management on employees' engagement in the Nigerian National Petroleum Corporation (NNPC) (Pearson $_{\{358\}}$ = .0.682, p<0.05). Hence, performance reward management positively (0.682) influenced employees' engagement in the Nigerian National Petroleum Corporation (NNPC).

Hypothesis Two: *There is no impact of measurement of performance on employees' engagement in the Nigerian National Petroleum Corporation (NNPC).*

Table 4.7: Summary of Pearson Product Moment Correlation (PPMC) between effects of feedback Result on Employee's Engagement in NNPC

Variables		Employees' Engagement	Measurement of Performance
Employees'	Pearson Correlation	1	.339
Engagement	Sig. (2-tailed)		.000
	N	358	358
Measurement of	Pearson Correlation	.519	1
Performance	Sig. (2-tailed)	.000	
	N	358	358

*Significance at p<0.05

Table 4.7 shows the Pearson 'r' .339 obtained with a p-value of .000 computed at 0.05 alpha level. Since the p-value of .000 is less than 0.05 level of significance, the null hypothesis five is not retained. Therefore, there is a statistically significant influence of measurement of performance on employees' engagement in the Nigerian National Petroleum Corporation (NNPC) (Pearson $_{358}$ = 339.0., p<0.05). Hence, measurement of performance positively (0.339) impacted employees' engagement in the Nigerian National Petroleum Corporation (NNPC).

4.2 Discussion of findings

Research question, objective and hypotheses result in the analysis shows that feedback result has positive effect on employee engagement in Nigeria National Petroleum Corporation (NNPC) as agreed in table 4.4 and 4.9 above. This is in line with the finding identified by Lechermeier and Fassnacht (2018) whose review described feedback as the data offered to an employee in reference to his performance.

The research question, objective and hypotheses results in the analysis observes that reward system has significant influence on employee engagement in Nigerian National Petroleum Corporation (NNPC) as analyzed. This is supported with the view of Schleu and Huffmeier, (2020); opined that a method of retaining a worker in an organization is reward or recognition. More so, According to Ejumudo, (2016), reward is a compensation in all forms of pay to employees arising from their employment. Nonetheless, organizational laws throughout the world mandated some employee benefits such as benefit of minimum wage, over time benefit, workers compensation and disability as well as leave under medical leave act benefit.

V. Conclusion And Recommendation

This study discussed impact of performance management system on employee engagement in Nigerian National Petroleum Corporation. The study conclusion revolves around the effect of five components of performance management system (objective setting, amendment of objective, feedback result, reward systems and performance measurement) on employee engagement.

Furthermore, in reference to objective, research question and hypothesis discussed in the paper, it is concluded that feedback enhances employee engagement. In line with this, Dasgupta and Dey (2021) found that feedback were significantly linked with engagement of employee. This is occur when feedback result is in form of destructive focuses or criticism on meta-task procedure and destroys self-esteem of the recipient. The impact of reward system on employee engagement, the research concludes that, reward system has a positive relationship with employee engagement. Fapohunda (2021) described reward systems in the perspectives of monetary and non-monetary recompense such as a simple thank–you or vacations, benefits, compensation like medical covers, car loans, ample office space, club membership, company cars, and appreciations advances the morale of employee which in turn results to expansion in sales volume, quality output and customer retention, thus, enhanced productivity.

On the impact of performance measurement on employee engagement, the study concludes that effects of Performance Measurement were seen as significant in organizations where the objectives were carefully identified and a logical link to the whole of performance measurement system. This in line with the work of Ababneh (2021); who stated that Performance measurements are qualitative or quantitative in ways to define and characterize performance. They offer an instrument for organizations to monitor development towards defining core indicators of organizational performance, Customer satisfaction and attaining predetermined objectives.

Base on the above findings, it is finally concludes that performance management system has significant and positive impact on employee engagement. This is because objective setting, amendment of objective, feedback result, reward framework and measurement of performance which are the portions of performance management were recognized to have a positive connection with the worker engagement in Nigerian National Petroleum Corporation (NNPC).

Considering the discoveries of the above findings, the investigation consequently proposes the following recommendations:

i.   Organization should give just and fair reward system and link such to the results of the performance evaluation. Hence, when employees view reward system as just and fair, they will be more engaged in trying to obtain the reward. This will go a long way in ensuring performance excellence.

ii.   Management should as a matter of necessity to review employees' work and offer feedback on their strengths and weaknesses. This is because performance management assessment, employee evaluations or employee appraisals, enable people to reflect on their job and set objectives for advancement.

iii.   Finally, the Nigerian National Petroleum Corporation (NNPC) should measure staff performance annually or quarterly to help and improve employee engagement. Measuring employee performance is important because it provides employee the strength to properly enhance work efficiency, identifies hard working staff among all and who is not and enable poor rated employee to address his area of weaknesses.

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