

Periodical Evaluation of Maritime Workers to Enhance Performance Output In Nigeria Ports

Abstract

The successful attainment of objectives in the maritime transportation is mainly subject to the quality performance of employees or crew. By virtue of the maritime profession and the complexity of the shipping structure, maritime workers usually work in difficult conditions. In ensuring the ship's safety, which comprises of the crew, vessel and cargo, workers have to be diplomatic about occupational and environmental safety. The highlight of maritime performance therefore is built around the workers performance. One way to determine workers performance is through periodical evaluation of the workers. This study therefore investigated periodical evaluation of workers performance in maritime. The study was guided by four research questions. Self-made questionnaire was adopted for data collection which was distributed physically, and the analysis actual sample sized based on the retained and valid questionnaire was 366. Descriptive statistics was adopted for data analysis and the result of the study revealed that periodical evaluations reduces deviations from set goals, constitutes the yardstick for promotion and salary increase, as well as enhances employees' learning experience and improve their performance. Finally, the study revealed some of the challenges affecting workers performance in Maritime to include poor safety culture, extreme working stress, and separation from family and environmental regulation. The based on these findings conclusions were drawn and the study recommended among others that the contents of workers' assessment should be flexible and reflect the need of specific organization being assessed. It is only then that its goals will be met.

Keywords: *Maritime, Periodical, Evaluation, Performance output, Workers.*

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I. Introduction

The maritime industry exists in an environment that is competitive and skill demanding (Teclé, 1999). The implication of this is that for mariners to be effective in the discharge of their duties, they are required to possess a great amount of knowledge to ensure their safety and ability to utilize their skills in various situations as dictated by their profession. To this end, maritime training programs are developed to build the knowledge and skills of mariners. Mariners have to be skilful and knowledgeable about their safety as their objective of satisfaction is dependent on their being alive and effective. To objectively discharge their duties, remain safe and continuously improve in such a dynamic environment, the ability of mariners has to be subjected to an approved form of evaluation as a means of improving operations and enhancing performance.

The process of assessing the performance of employees in respect to their duties using factors such as competence, behaviour, capacity and results is referred to as performance evaluation. Performance evaluation is a process in which valuator assess the performance of the subjects in their work in respect to such factors as their behaviour, work results, competence and capacity (Tuba, Demet & Ozcan, 2015). It serves as an important tool in decision making by managers in the bid to improve the performance of employees; and as a means to identifying training needs, engaging or disengaging an employees and reviewing salaries. On the contrary, the non-existence of a performance evaluation method will lead to confusion in expectations regarding the achievement of company's objectives, thereby causing a drop in the performance of the company.

The successful attainment of objectives in the maritime transportation is mainly subject to the quality performance of employees or crew. By virtue of the maritime profession and the complexity of the shipping structure, maritime workers usually work in difficult conditions. In ensuring the ship's safety, which comprises of the crew, vessel and cargo, workers have to be diplomatic about occupational and environmental safety. Based on this, the identification and analysis of factors hindering the performance of workers periodically is of necessity to improving overall performance; the basis on which this study is carried out.

Statement of problem

In maritime transportation, the role and input of workers is of essence to the overall performance of the shipping industry. To be effective at sea, workers must possess certain level of expertise and qualification to attain maximum performance. Having non-qualified workers can cause losses to a shipping company and the maritime sector. Shea and Grady (1998) attributed almost 70% of marine accidents to human errors. The European Maritime Safety Agency (2020) reported that between 2014 and 2019 the number of lives lost totalled 496 resulting from 320 accidents. The report further revealed that crew members constituted about 88.3% of the victims. The report further revealed that the major causes of this loss of human lives were from falls while the remainder was a result of ship collision (EMSA, 2020). By implication, these accidents such as the extensive damage to both ship and cargo or even sinking of a ship often results in huge financial loss to the companies, in addition to the loss of lives. Another study identified failure to adhere to established standards as set out in documents such as SOLAS (Safety of Life at Sea), held by the IMO (International Maritime Organization) as a factor limiting effective performance. Given the above statistics, it is important to periodically evaluate the knowledge and quality of maritime workers in line with achieving set objectives, reducing human error, ensuring safety and improving performance. This study therefore seeks to examine the extent to which periodical evaluation of maritime workers enhance performance output.

Research objectives

1. To determine the extent to which periodic evaluations reduce deviations from set goals
2. To determine the extent to which the outcome of periodic evaluations of maritime workers is adopted as a yardstick for promotion and salary increase.
3. To determine the extent to which Periodic evaluations enhance employees' learning experience and improve their performance.
4. To identify constraints to maritime worker's performance

Research questions

1. To what extent do periodic evaluations reduce deviations from set goals?
2. To what extent is the outcome of Periodic evaluations of maritime workers adopted as a yardstick for promotion and salary increase?
3. To what extent do Periodic evaluations enhance employees' learning experience and improve their performance?
4. What are the constraints to maritime worker's performance?

II. Literature Review

Maritime industry

Central to the trade of every nation, the maritime sector is one that is strategic and significant to economic development. The extent to which the maritime sector is significant to a country is subject to the structure of the its international trade as well the extent the country's need are met by other means of transportation. However, given the excessive dependence of a country's trade on shipping, ensuring a healthy growth of the maritime sector is of importance to the policy makers. Given the relationship between a country's economic development and its maritime activities, countries consciously get involved to ensure that interests are well served (Ihenacho, 2005). Most countries render assistance to their maritime industry, to establish a degree of control over shipping activities to enhance international trade relations and quality delivery of service (Ndikom, Buhari, Okeke and Matthew, 2017).

Constraints to maritime worker's performance

There are several factors responsible for maritime accidents and serving as constraints to worker's performance; these includes human factor, poor vessel maintenance, flag of inconvenience, uncertainty about vessel safety, insufficient fire protection, crew size and unstable ferry vessels amongst others (Talley, 2002). Ojode and Leopord (2021) affirmed that human factor is a major contributory factor to most accidents, while some others were caused by technical failure. Thus, in the discussion of maritime safety, it is important to take into consideration both the human and technical elements; as well as the fact that human error may be as a result of improper maintenance, inadequate ship management, ship design and equipment design. Other factors that were attributing factors to marine accidents are carelessness, fatigue, risk, improper loading, inadequate training, isolation, stress, and physical impairment, and miscommunication, lack of knowledge, cultural disparity, and poor judgement.

In addition to such contextual factors, seafarers are also exposed to the stress factors in the working environment such as adverse weather conditions, noise, high job demands, shift work and isolation from family

and friends. Research findings from other occupations show that these kinds of physical and psychosocial factors in the work situation are important predictors of stress.

Morten, Kjersti and Jarle (2013) further added that the exposure to adverse working conditions, shift work, isolation, demanding nature of the job and noise were contributory factors to hindrance of job performance. Thus the study emphasized that the presence of this kind of psychosocial factors in a work environment could hinder the health and wellbeing of workers.

Ndikom, Buhari, Okeke and Matthew (2017) opined that the harsh environment of the Nigerian ports is caused by issues such as Inadequate functioning plants and equipment, Poor dredging, Sea piracy, Inadequate maintenance of existing facilities, inadequate funds, reduced service quality leading to congestion, procedural delays, reduced channel widths caused by obstacles such as silting, vessel delay, unfavourable government policies, amongst others.

Theoretical review

Job Demands-Resources model (JD-R): The Job Demands-Resources model (JD-R) postulates that every occupation has its unique characteristics which can be related to work stress (Bakker, Demerouti & Euwema, 2005). Work stress in this context can be categorized into two- job demands and job resources. Job demands encompasses the various aspects of a job, social, physical, organizational and psychological, which requires constant mental and physical energy at the cost of certain psychological or physiological breakdown. Job resources describes the social, physical, organizational, and psychological attributes of a job which are instrumental or basic to the achievement of organizational goals, reduction of job demands and psychological effects, and stimulation of personal growth (Bakker et al, 2005). In the maritime industry, the job demands, encompasses hazards, risks and workload pressure, such as piloting the ship at night, working in the engine room and on deck, and exposure to lifting weights while confined to limited workspace and noise are all mentally demanding (Morten, Kjersti and Jarle, 2013). Inferring from the above, the perception of risky job demands can be linked to reduced job satisfaction which minimizes the performance of crewmembers or maritime workers. However, a sense of safety by the workers, which falls under job resource, is a factor that protects workers from the destructive effects of risks and accidents.

Empirical review

Ndikom, et al (2017) discussed the existing challenges as well as prospects of the maritime sector in Nigeria taking into consideration, the structure, content and inconsistencies associated with the industry. The study observed that of all the existing means of transportation, the maritime industry appears to be one mostly affected by inadequate funding, inconsistent policies and poor governmental support. These challenges are reflected in the non-existence of a functional shipping policy to counter the vices and sharp practices that occurs within the system. As further revealed by the study, all of this has contributed to the domination of foreign bodies in the industry against the interest of the local stakeholders. Thus the study concluded that given the lack of professional and technical experts, mediocrity becomes the order of the day within the sector, leading to lack of a functional shipping policy.

Oyinkepreye and Robert (2016) noted that despite the developments occurring in the maritime industry globally, and the application of safety-related regulations, Nigeria still records a significant amount of offshore accidents, hence becoming a source of concern the study was carried out to ascertain the causes of marine offshore accidents. This was achieved by means of data derived from the administration of structured questionnaire distributed to seafarers such as engineers, captains, quartermasters, deckhands and oilers. Chi-Square was used to analyze the data collected for the study. The study identified that the major causes of marine offshore accidents comprises of human error, technical factors, environmental/natural, and design factors.

Morten, Kjersti and Jarle (2013) in their study investigated the relationship between physical and psychosocial work factors and levels of job satisfaction and intentions to leave in the maritime industry. The study also determined the existence of exist cross-cultural differences in the variables (work factors, intentions to leave and job satisfaction) between the Filipino and European crew members. Cross-sectional survey design was used in the study, in which 541 seafarers from 2 Norwegian shipping companies were selected for the study. The work factors assessed by the study were team cohesion, safety perceptions, job demands, leadership, and harassment. The study found that physical and psychosocial work factors to play significant role in job satisfaction and intention to leave. The study revealed that the most consistent factors were job demands, safety perceptions and team cohesion. In determining the presence of cross-cultural differences, the findings revealed a difference between European and Filipino respondents in terms of leadership, intention to leave, safety perceptions, laissez-faire leadership, team cohesion, exposure to harassment, team cohesion, and intentions to leave. In terms of job satisfaction, no differences were found. The findings made from the study were consistent with models of occupational stress which stresses on the point that situational factors is significant to understanding worker's well-beings. Based on this, it was recommended that shipping companies in formulation

intervention strategies that will enhance employees' wellbeing should take into consideration the factors mentioned in this study.

III. Methodology

In conducting this study, both primary and secondary sources of information were utilized. Data used for the study was obtained by means of questionnaires which were randomly administered to crew members employed and working on vessels belonging to two Nigerian shipping companies, Safmarine Nigeria and PIL Nigeria limited. The selected companies are located in Apapa area of Lagos State, Nigeria which selected using non-probability sampling technique. The maritime industry has various segments which includes construction, subsea, platform supply and marine seismic, hence the consideration of the selected companies in the survey. 400 respondents for the study comprising of captains, rig workers and mates of vessels operational in Nigeria's waters were randomly selected as the sample size for this study. The questionnaire was divided into two sections, section A focused on the demographic information of the respondents, while Section B elicited made provisions for responses regarding the questions formulated. The questionnaire was structured using a four point likert scale which ranged from 'strongly agree', 'agree', 'disagree' and 'strongly disagree'. The questionnaires were distributed to the crew members when they were offshore but still within their working period on the vessels. The respondents were informed of their voluntary options and as such could withdraw from participation in the survey. The data derived was analysed using descriptive statistical tools such as frequency and percentage.

IV. Data Presentation And Analysis

400 questionnaires were distributed but only 366 were retrieved. The retrieved questionnaire constitutes the actual sample for the study. Data collected were subjected to descriptive analysis and the result is presented below.

Demographic Data

Table 1: Socio-demographic characteristics of the respondent

Variable	Frequency N=366	Percentage N=100
Age range		
18 – 30	143	39.07
31 – 40	116	31.69
41 - 50	68	18.58
51 and above	39	10.66
Total	366	100
Gender		
Female	154	42.08
male	212	57.9
Total	366	100
Educational Qualification		
WAEC /SSCE	10	2.73
OND /NCE	47	12.84
HND/B. SC	192	52.46
MBA /M. SC	106	28.96
PhD	11	3.01
Total	366	100
Work experience		
0 - 4	164	44.81
5- 8	95	25.96
9- 12	42	11.48
13 and above	65	17.76
Total	366	100
How often are workers assessed?		
Weekly	13	3.55
Monthly	29	7.92
Twice yearly	46	12.56
Yearly	278	75.96
Total	366	100

Field survey 2021

Table 1 above revealed that the respondents' age group varies and cut across from 18-30 through 50 and above showing that the respondents are from different ages. The same table showed that both male (57.9%) and female (42.09) participated in the study. All the respondents have attained some level of formal education indicating that they are all literate and thus capable of reading and responding to the questionnaire unaided. The same table revealed that the participant had varied years of working experience ranging from 0-4 through 10 years and above. Finally, the same table indicated that the employees are evaluated in varied period, with most

of the evaluation taking place annually (75.96%). Some are assessed twice yearly (12.56%); some monthly (7.96%) and few others weekly (3.55%). Based on this result, one could deduce that the respondents have different demographic characteristics which make it more representative sample for the study.

Section B

RQ1: To what extent do periodic evaluations reduce deviations from set goals?

Table 8: The extent which periodic evaluation reduces deviations from set goals

Options		SA	A	D	SD	Total % in Agreement	Ranking
It enables managers to carry out detailed planning	F	135	164	32	28	87.8	4th
	%	36.9	44.9	8.7	7.4		
It minimizes any possible misunderstanding as to performance goals.	F	144	167	28	20	90.5	3rd
	%	39.6	45.6	7.4	5.4		
It enables timely identification and correction of deviations in a programme.	F	169	158	29	0	92.6	2nd
	%	46.3	42.9	8.0	0		
It helps to check errors in order to take corrective actions	F	172	125	25	22	95.6	1st
	%	46.9	34.2	6.7	6.0		
It drives consistency and accountability	F	135	164	32	28	90.5	3rd
	%	36.9	44.9	8.7	7.4		

Field Survey 2021

The result as presented in the Table above shows the extent to which periodic evaluation reduces deviations from set goals. As indicated in the table, all the statement received more than 80% agreement to the statement that periodic evaluation enables managers to carry out detailed planning; it minimizes any possible misunderstanding as to performance goals (90.5%), and enables timely identification and correction of deviations in a programme (92.6%); it helps to check errors in order to take corrective actions (95.6%) as well as drives consistency and accountability (90.5%).

RQ2 To what extent is the outcome of periodic evaluations of maritime workers adopted as a yardstick for promotion and salary increase?

Table 9: The extent which the outcome of periodic evaluations of maritime workers adopted as a yardstick for promotion and salary increase

Options		SA	A	D	SD	Total % in Agreement	Ranking
Periodic evaluations helps an organization to position employees adequately for optimum productivity	F	167	164	8	20	90.5	1st
	%	45.6	44.9	2.2	5.5		
Falling short of expectations during appraisal leads to loss of benefits	F	135	164	32	28	81.8	4 th
	%	36.9	44.9	8.7	7.4		
Periodic evaluation outcomes helps to determine a workers value	F	169	158	29	0	89.2	2nd
	%	46.3	42.9	8.0	0		
Periodic evaluation outcomes provide the basis for judging the suitability of an applicant for recruitment, selection, training and compensation	F	184	125	25	10	84.5	3rd
	%	50.3	34.2	6.7	2.7		

Field Survey 2021

The table revealed that more than 80% of the respondents are in agreement that periodic evaluation of maritime workers constitute the yardstick that determine their promotion and salary increase. As indicated in the Table, evaluation helps an organization to position employees adequately for optimum productivity (90.5%); helps to determine a workers value (89.2%); provide the basis for judging the suitability of an applicant for recruitment, selection, training and compensation (84.5%) and finally, the study revealed that falling short of expectations during appraisal leads to loss of benefits. This shows that the outcome of periodic evaluations of Maritime workers is essential in determining their workers remuneration, placement, and other benefits including determining what responsibility to assign to each individual for greater performance.

RQ3: To what extent do Periodic evaluations enhance employees’ learning experience and improve their performance?

Table 10: The extent to which periodic evaluations enhance employees’ learning experience and improve their performance

Options		SA	A	D	SD	Total % in Agreement	Ranking
Periodic evaluations enables identification and placement of employees in tasks they are best suited for in order to improve productivity	F	135	164	32	28	81.8	4th
	%	36.9	44.9	8.7	7.4		
Periodic evaluations enables individuals learn about their strengths and weaknesses as seen by others	F	172	167	11	9	92.6	2nd
	%	47.0	45.6	3.0	2.5		
Periodic evaluations strengthens the employee's empowerment, his or her ability to chart the course to successful accomplishments	F	169	178	9	0	94.9	1st
	%	46.3	48.6	2.5	0		
It enables a worker learn and understand their abilities for further growth and development	F	194	125	25	0	87.1	3rd
	%	52.9	34.2	6.7	0		

Field Survey 2021

The research question was meant to determine the extent to which periodic evaluations enhance employees’ learning experience and improve their performance. As indicated in the Table, more than 80% of the respondents are in agreement with all the statements as presented in the Table. According to the table periodic evaluation of workers helps to identify and place employees in tasks that suits them best and thus enhances their productivity. It also enables the employers to identify the strengths and weaknesses of their employees; strengthens the employee's empowerment, and finally, it enables a worker learn and understand their abilities for further growth and development. These indicate that periodic evaluation has great impact on employees’ performance.

RQ4: What are the constraints to maritime worker’s performance?

Table 11: Constraints to maritime worker’s performance

Options		SA	A	D	SD	Total % in Agreement	Ranking
Poor Safety culture	F	172	150	22	22	87.8	4th
	%	46.9	40.9	6.0	6.0		
Environmental Regulations	F	135	196	28	7	90.5	3rd
	%	36.9	53.6	7.4	2.0		
Extreme working stress	F	172	167	20	7	92.6	2nd
	%	47.0	45.6	5.4	2.0		
Isolation from family and friends	F	194	156	8	8	95.6	1st
	%	53.0	42.6	2.2	2.2		
Long periods away from home	F	167	164	28	7	90.5	3rd
	%	45.6	44.9	7.4	2.0		

Field Survey 2021

Table 11 presents the respondents opinions on the constraints to maritime worker’s performance. As indicated in the table, majority of the respondents (about 95.6%) fear that their work keep them isolated from their friends and family. This was followed by those whose challenge is extreme working stress with 92.6% in agreement. The table also showed that 90.5% are in agreement that long periods away from home working as well as ‘environmental regulations’ are two major challenges in the work. Finally, 87% of the respondent agreed that one of the challenges they faced in their work is “Poor Safety culture”.

V. Discussion Of Result

Every business organization strive to improve its performance output, same with maritime. Maritime businesses play essential role in nation's economic growth. The study investigated the extent to which periodic evaluation of its maritime workers enhances their performance output. The outcome of this study firstly revealed that the performance of employees in the maritime sectors faces several challenges and constraints which affects their workers performance among which are staying away from their friends and family; extreme working stress, (92.6% in agreement); long periods working away from home (90.5%); 'environmental regulations' (90.5) as well as poor safety culture which has claimed the lives of the mariners. This result though unique with maritime, it also support the result from some earlier studies such as Chang, Park, Kim, and Jo, (2017) who found environmental regulation and safety issues as some of the primary challenges common within the maritime sector. Similarly, the study agreed with Nsan-Awaji (2020) and Ndikom et al (2017) who in their respective studies identified the following challenges as affecting Maritime industry in Nigeria: government policy summersault, lack of shipping policy, managerial incompetence, unprofessionalism or lack of manpower, unfriendly operational environment, mediocrity/Lack of succession plan, antics of importers and exporters as well as inadequate operational knowledge.

The second result of this study revealed the extent which periodic evaluation reduces deviations from set goals. According to the study, periodic evaluation enables managers to carry out detailed planning; it minimizes any possible misunderstanding as to performance goals (90.5%), and enables timely identification and correction of deviations in a programme (92.6%); it helps to check errors in order to take corrective actions (95.6%) as well as drives consistency and accountability (90.5%). This outcome indicates that performance appraise is essential as it helps divert a possible mistake or error which would have otherwise have negative impact on employees performances and thus support the study by Kazan (2013) who also identified periodic performance evaluation as key to meeting organizational goals.

The result also indicated the extent to which the outcome of periodic evaluations of maritime workers influences its decision on promotion and salary increase. The result from this study indicates that periodic evaluation of workers performance helps an organization to position employees adequately for optimum productivity (90.5%); helps to determine a workers value (89.2%); provide the basis for judging the suitability of an applicant for recruitment, selection, training and compensation (84.5%) and finally, the study revealed that falling short of expectations during appraisal leads to loss of benefits. This result supports earlier studies such as Mwema and Gachunga (2014) and Bekele, Shigutu and Tensay (2014) who found performance appraisal as essential in making decision on employees placement, promotion, training and compensation, among others.

The study revealed the extent to which periodic evaluations enhance employees' learning experience and improve their performance. As indicated in the study more than 80% of the respondents are in agreement that periodic evaluation of workers helps to identify and place employees in tasks that suits them best, identify the strengths and weaknesses of their employees; strengthens the employee's empowerment, and enables a worker to learn and understand their abilities for further growth and development. The study supports earlier studies such as Ameen and Baharom (2019), Idowu, 2017; Saharuddin and Sulaiman, (2016); Jayarathna (2015) who also found performance appraisal

VI. Conclusion And Recommendations

Drawing from the outcome of the analysis of data collected for this study and the result thereof, this study concluded that periodic evaluation of maritime workers' performance improves workers' performance output. This is so because such period evaluation helps the works to overcome the possible defect or deviation from stated goals. The result from the evaluation constitutes the framework for making decisions concerning promotion and salary increase, as well as enhancing workers' performance. However, workers performance in maritime industry in Nigeria faces some challenges/constraints which were identified in the study. On the basis of the result in this study, the following recommendations were made:

1. Since the result of periodic evaluation of workers performance is used to guide decision making, the contents of the assessment should be flexible and reflect the need of specific organization being assessed. It is only then that its goals will be met.
2. Assessment should not be very frequent to give the workers enough time to adapt and implement what was learned during training. This will help them develop the acquired skills prior assessment
3. There should be needed infrastructure and conducive environment to help employee perform their best not only for the assessment, but always.

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APPENDIX

QUESTIONNAIRE ON PERIODICAL EVALUATION OF MARITIME WORKERS TO ENHANCE PERFORMANCE OUTPUT

Dear Respondent,

I am carrying out a study on “Periodical evaluation of Maritime workers to enhance performance output”, and you have been chosen to be part of the study. This questionnaire is only for academic purpose; it will not be used for any other purpose not otherwise stated. Kindly select the response which applies to you. All information will be kept confidential

SECTION A

Please tick () where appropriate

1. Gender: Female () Male ()
 2. Age group: 18-30 () 31-40 () 41-50 () 50 and above ()
 3. Marital Status: Single () Married () Others ()
 4. Highest Educational Qualification: SSCE/GCE () OND/ND () B.SC. () M.SC/MBA () PHD () Others ()
 5. Work Experience: 0-4 years: () 5-8 () 9-12 () 13 above ()
 6. How often are workers assessed: weekly (), monthly (), twice yearly (), yearly ()
- Others (specify).....

SECTION B:

Instructions: Please tick (√) as appropriate where

Key: Strongly agree (4), Agree (3), Disagree (2), and strongly disagree (1).

S/N	ITEMS	SA	A	D	SD
RQ1	What are the constraints to maritime worker’s performance?				
1	Absence of safety culture				
2	Environmental Regulations				

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3	Extreme working stress				
4	isolation from family and friends isolation from family and friends Isolation from family and friends				
5	ong periods away from home Long periods away from home				
RQ2	To what extent do periodic evaluations reduce deviations from set goals?				
6	It enables managers to carry out detailed planning				
7	It minimizes any possible misunderstanding as to performance goals.				
8	It enables timely identification and correction of deviations in a programme.				
9	It helps to check errors in order to take corrective actions				
10	It drives consistency and accountability				
RQ3	To what extent is the outcome of periodic evaluations of maritime workers adopted as a yardstick for promotion and salary increase?				
11	Periodic evaluations helps an organization to position employees adequately for optimum productivity				
12	Falling short of expectations during appraisal leads to loss of benefits				
13	Periodic evaluation outcomes helps to determine a workers value				
14	Periodic evaluation outcomes provide the basis for judging the suitability of an applicant for recruitment, selection, training and compensation				
RQ4	To what extent do Periodic evaluations enhance employees' learning experience and improve their performance?				
15	Periodic evaluations enables identification and placement of employees in tasks they are best suited for in order to improve productivity				
16	Periodic evaluations enables individuals learn about their strengths and weaknesses as seen by others				
17	Periodic evaluations strengthens the employee's empowerment, his or her ability to chart the course to successful accomplishments				
18	It enables a worker learn and understand their abilities for further growth and development.				

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