



Performance Management and Employee Performance in Oil and Gas Firms in South–South, Nigeria

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Abstract: The study examined Performance management and Employee Performance in selected oil and gas firms in South-South Nigeria. Specifically, the study examined the effect of training and development; reward system; on employee performance in oil and gas firms in South- South Nigeria. The Study anchored on Expectancy Theory. Descriptive Survey Design was adopted in this Study. This study made use of Primary and Secondary data, the instrument employed for data collection was structured Questionnaire. The Population of the study was 2800 Senior and Operational Staff of the selected firms, Borg and Gall was employed to determine the sample size of 538 from which only 500 were suitable for the research. Descriptive statistics was used to present data while Multiple Regression analysis was used to analyze all the hypotheses. The study found that the performance Management indicators such as training and development, reward system; have positive significant effect on Employee performance in oil and gas firms in South-South Nigeria. The study concluded that performance management have positive significant effect on employee performance of oil and gas firms in the South-South, Nigeria. The study recommended that to enhance Employee performance, system should be put in place to discover employee training and development needs and matching the chosen training programs with the identified gaps in skills and expertise.

Keywords: Performance management, Employee Performance, training and development; reward system

1.1 Introduction

Performance management is not a new concept in the discourse of human resource management. What is new are the approaches and methods that have continued to evolve to keep pace with the startling breakthrough which technology has brought about in the global business environment. Similarly, employment legislation, workforce composition and dynamics of human resource management have equally necessitated changes in the way employee performance is managed (Nwachukwu, 2009). The philosophy behind performance management hinges on the appraisal process, training and development, reward system, labour-management relations and employee involvement in decision-making, which are parts of the core areas in human resource management to improve employees' performance so as to meet organizational, team and individual effectiveness (Egboh & Okeke, 2009).

Performance management is a process geared towards the optimization of employees' outputs by effectively managing talents and abilities together with job environment and employee morale towards the realization of organizational goals. Interestingly, organizations in modern times are facing high degree of competition in the market due to the effect of the entrance of new players and the dynamic business environment (Jacobsen & Anderson, 2014). Priori study conducted by Watkins and Leigh (2012) agreed with the position of Jacobsen and Anderson (2014) that the market scenario in many business sectors, including the oil and gas has been characterized by uncertainty, ambiguity, complexity and volatility. Consequently, organizations appear to be adopting performance management systems in order to improve their employee performance through the administration of various incentives (Pwaka & Ziyaminyana, 2019).

Amongst all other factors, performance management systems had been viewed as a catalyst for increasing employees' performance in the organization (Jagoda, Lonseth & Lonseth, 2013). The employees in an organization are the life wire of the organization in spite of the level of technological sophistication and the need to treat the employees as such cannot be overemphasized. Idemobi (2010) posits that the rate of employee performance in any organization is a direct function of their relationship with the management of the organization in terms of motivation. The observation made above by Idemobi is widely supported in literature (Adeogun, Fapojuwo & Ajayi, 2011; Ngige, 2011; Nobuhle & Oliver, 2019; Barikui, 2019).

Ogolla and Oluoch (2019) express that Fredrick Taylor's scientific management theory sees the worker as an economic man to be induced to work to ensure that he conforms to specific standards through rewards or sanctions. Thus, performance management entails actions that ensure that the firm's goals are achieved constantly in efficient and valuable ways. Bloom, Dorgan, Dowdy and Roonen (2017) observe that management of performance ensures that a firm is in a position to attain the best outcomes.

Performance management involves managing employee efforts based on measured performance outcomes. Determining what constitutes good performance and how the different aspects of high performance can be measured is critical to the design of an effective performance measurement process (Mulwa & Weru, 2017). In their finding, performance management effectiveness increases when ongoing feedback, behaviour based measures and trained raters are employed. The utilization and conversion of human potentials into deliverable performances is often sub-optimal due to a variety of reasons which include inadequate motivation of the employees and selective treatment organization as manifestations of poor performance management techniques. Kandula (2016) opines that performance management ought to act as an agent in converting the potential into real performance by removing the intermediate barriers as well as motivating the human resource.

Managing employees' performance to achieve organizational set objectives has never been an easy task. It has been observed that to a large extent, employee management relations determine employee's contribution towards the realization of organizational goals. Organizations that want to get the best from their workers should be willing to

promote cordiality between the management and the employees in all fronts (Okeke, Onyekwelu, Akpua & Dunkwu, 2019). Besides, in the opinion of Mullines (2007), performance management is an integral part of the employee's and organization's relationship and it is essentially an integrating activity that permeates every part of the operations of an organization. Against this background, this study seeks to investigate the effect of performance management on employee performance in selected oil and gas firms in the South-South, Nigeria.

Performance management and employee performance have continued to gain increased research attention across the globe. The Manufacturers' Association of Nigeria (MAN) in 2018 reports that low performance is high in many firms in Nigeria and that a host of factors are responsible for the poor performance. Some studies in Nigeria have also observed that the performance of many firms in different industries have remained stunted and have lost their efficiency as a result of poor performance management system (Okolo; 2018, Mulwa & Weru, 2017).

Many operating firms in Nigeria in different industries have been facing the formidable challenges of training and development of employees, rewards systems, performance appraisal process, employee participation in decision making and labour-management relations over the years and have not given adequate attention to these indicators of performance management system in oil and gas firms and this has led to loss of competitive advantage. Thus, the study therefore, seeks to proffer solutions to these challenges in order to improve employee performance in the oil and gas firms in South-South Nigeria.

1.2 Objectives of the Study

The main objective of the study is to investigate the effect of performance management on employee performance in selected oil and gas firms in the South-South, Nigeria. Its specific objectives are to:

- (1) Examine the effect of training and development on employee performance in the oil and gas firms in South-South Nigeria.
- (2) Determine the effect of reward system on employee performance in the oil and gas firms in South-South Nigeria.

REVIEW OF RELATED LITERATURE

2.1 Theoretical Framework

The study hinges on the expectancy theory developed by Vroom in 1964. The expectancy theory by Vroom (1964) was propounded on the premise that employee efforts would result in performance and performance expected to lead to rewards. The theory states that employee motivation for performance is a function of valence expectancy. Valence is concerned with how much value an individual place on a specific outcome and expectancy is the perception that a particular outcome will occur as a result of certain behavior. Both must be present before a high level of motivation can occur (Ile, 1999 in Ziyaminyana and Pwaka, 2019). Accordingly, the

theory is concerned more with instrumentality which is the choice of behaviour of both management and the worker, which can lead to desired outcomes.

In the view of Ejiofor (1984) in Barikili (2019), the theory states that motivation force which an employee exerts to do his/her job depends on both expectancy and valence. The expectancy in the proposition is the probability that an action or effort will lead to an outcome. Vroom clarifies that where an individual chooses between alternatives which involve uncertain outcomes, it seems clear that his behavior is affected not only by his preferences among these outcomes but also by the degree to which he believes these outcomes to be possible. Expectancy is a momentary belief concerning the likelihood that a particular act will be followed by a particular outcome. The outcome is the reward which could either be positive or negative rewards and the more positive the rewards are, the more likely the employees will be highly motivated to perform at work (Deutsch-Salamon and Robinson, 2011).

Vroom stresses further in the model that man is assumed to be a rational being and will always try to maximize his pay-off. He will always choose the alternative that gives him most benefit. Hence, according to the theory, motivation to work is strongly determined by an individual's perception that a certain type of behaviour will lead to certain type of outcome and his personal preference for that type of outcome (Chandan 1987 in Muanya, 2014).

2.2 Empirical Review

Adagbabiri and Okolie (2020) carried out an empirical study on human resource management practices and organizational performance in oil and gas sector in Nigeria. The study used descriptive survey design. From a sample of 164 respondents from the oil and gas industry in Nigeria, product moment correlation and t-test analysis were made on the data. The result showed that significant positive relationship exists between human resource management practices and organizational performance. The finding of the study showed that human resource management practice exerts significant positive impact on organizational performance in the oil and gas sector in Nigeria.

Agbaeze and Ebirim (2020) investigate reward system and organizational performance in the manufacturing industry in South-South Nigeria. It has an empirical study of five selected manufacturing firms in South-South, Nigeria. A survey research design was adopted and primary data was used to collect data by administering a set of questionnaires to 257 management staff of selected manufacturing companies from Rivers, Delta and Bayelsa States respectively. The findings of the study revealed that reward system had a significant effect on organizational performance. The hypotheses formulated were tested using the simple linear regression, Pearson product moment correlation co-efficient and the chi-square method. It was concluded that reward system should be a match with the organizational performance so that employees would perform their roles with high spirit in the manufacturing industry. It was recommended that organizations like the manufacturing companies should implement appropriate reward system that would improve the performance of their employees. Inclusive measures to be taken are market rate analysis, financial and non-financial rewards which would boost the morale of workers to perform well.

Dharmappa (2019) carried out a study on the impact of employee participation in decision making on organizational performance. The study employed survey research design and the result of the investigation indicated significant relationship employee participation in decision making and organizational performance. In the same vein, Singh (2019) examined the impact of employee participation in decision making on organizational performance. The study adopted descriptive survey research design and the result showed that employees' involvement in decision making facilitated employees' good attitude to work, commitment to duty and enhanced performance in the organization. The result of the study revealed that participation in decision making had positive significant effect on performance.

Alasgarova (2018) carried out an investigation on employee performance management in the petroleum industry in Azerbaijan with a view to determining the cultural and industrial implications on performance. The study adopted qualitative approach and it was based on nine case studies in Azerbaijan. Semi-structured in-depth interview and document analysis was used as means for data collection method. The results showed that the legal context is the most influencing dimension on the performance management system in Azerbaijan. The result of the study also indicated that employees accept performance management when the process is fairly implemented.

Kairuki (2017) examined the effect of performance appraisal on employee performance in Barckay's Bank of Kenya. The study adopted survey research design and the result also showed significant effect of performance appraisal on employee performance,

Ikoro, Enyioko and Nwosu (2017) examined the effect of training and Development on Employee Performance at Abia State Polytechnic. The purpose of the study was to investigate whether training and development would have an effect on the performance of employees with Abia State Polytechnic as a case study. The methodology that was used for the study was survey plan. Primary data was collected from a sample of fifty (50) senior staff. Self - administered questionnaire was used in the collection of data for analysis. The study revealed that there were organizational issues such as lack of management support for training and development programmes, which constrained training and development. It was also found that training and development had positive impact on employees of the Polytechnic. The study recommended that in order for Abia State Polytechnic to be successful as the first choice Polytechnic in Nigeria, management must empower all departments to engage in the training and development of employees to build potential and strengthen employees' competencies.

Kibichii, Kiptum and Chege (2016) carried out a study on effects of performance management process on employee performance in selected commercial banks in Turkana, County Kenya. The study adopted descriptive survey research design and the results of the study indicated that the elements of performance management studied (performance appraisal system, training and development and reward system) had significant effect on employees' performance.

Salah (2016) carried out a study on the impact of training and development on employees' performance and performance in Jordanian private sector transportation companies in the Southern region of Jordan. The study was based on set of hypotheses that HOs: hypothesized

no relationships between variables, while H1-H6 hypothesized the existence of relationships between stated variables. A quantitative approach is used. Relevant data was collected through structured questionnaire. Subjects for the study consisted of 254 employees which constituted 60% of the total target population of 420 people. 254 structured questionnaire were distributed to employees on job location, 212 questionnaires were returned and only 188 were suitable for statistical analysis. SPSS version 16 has been used to for data analysis. Both descriptive and inferential statistics were used for data analysis. The statistical tools were aligned with the objective of the research. For this purpose, frequency tables, percentages, means and standard deviations were computed and substantively interpreted. Inferential statistics like Pearson product moment correlation coefficient (r) and linear regression were used to determine if there is a significant positive relationship existed between the independent variables (training and development) and dependent variables (performance and performance). The findings indicated that training and development were positively correlated and claimed statistically significant relationship with employee performance and performance. Analysis and interpretations were made at 0.05 level of significance. The study concluded that training and development have important impact on employee performance and performance. Therefore, it was recommended that effective training programs and carefully set development plans should be provided to all employees to enable them to enhance their skills and upgrade their knowledge. Finally, foreseeable future research can be conducted to cover other variables like (capabilities, involvement so on) which might affect performance and performance.

Ajibola, Akinlaja, Adesoye and Akindele-Oskar (2015) conducted a study that empirically examined of the effect of organizational variables on effective performance of employees in oil and gas sector in Niger Delta, Nigeria. Specifically, the study examined the contributions of work environment, organizational culture and employee citizenship behaviour to employees' job performance. Ex-post-facto research design was adopted for the study. Proportionate and sample random sampling design were employed to select a total number of 500 participants from three oil companies operating in Rivers State; AGIP with 150 participants, Schlumberger with 185 participants and SPDC with 165. The study adopted multiple regression analysis and the result of the study revealed significant relationship between work environment and job performance; significant effect of organizational culture on the job performance significantly; significant effect of employee citizenship behaviour job performance and significant correlation between employee performance management and job performance.

Saeed (2015) did a study on leadership and employee performance in the petroleum industry of Saudi Arabia. The study adopted descriptive survey design and the chi-square (χ^2) test of independence statistical tool was used for the data analysis. The results showed significant relationship between organizational leadership style and employee performance.

METHODOLOGY

3.1 Research Design

The study adopted a descriptive survey design. This is a type of research design that describes the characteristics of the population or phenomenon that is being studied (Shona, 2019). The choice of the descriptive survey design in this study is premised on appropriate investigation of the indicators of performance management on employee performance in the oil and gas firms in South-South Nigeria. Also, the findings of the survey study would enable the researcher to generalize the results.

3.2 Area of the Study

The study was conducted in four states namely Akwa Ibom, Bayelsa, Delta and Rivers in South-South Nigeria. The study organizations are Mobile Producing Nigeria (MPN) Operations, Shell Petroleum Development Company of Nigeria (SPDC), Nigerian Agip Oil Company Ltd, Total Nigeria PLC and Esso Exploration and Production Nigeria Limited (EENL) located within the four selected states in South-South Nigeria.

3.3 Nature and Sources of Data

The primary data for the study was collected through the questionnaire instrument and was subjected to validity and reliability test and it complements the secondary data from the official statistics of the companies alongside the published materials, journals and internet sources already used in the review of related literature.

3.4 Population of the Study

The population for the study consisted of the operational and senior level staff in the selected oil and gas firms operating in Akwa Ibom, Bayelsa, Delta and Rivers states. The Reason for the choice of the under listed firms is as a result of their large staff strength, also the have survived harsh operating environment in Nigeria and have continued to dominate the Nigeria Oil and Gas industry. The population of the study was obtained from the Companies' Annual Report.

Table 3.1: Population of the study

S/No.	Selected Companies	Number
1.	Mobile Producing Nigeria (MPN) Operations	661
2.	Shell Petroleum Development Company of Nigeria (SPDC)	628
3.	Nigerian Agip Oil Company Ltd	540
4.	Total Nigeria PLC	491
5.	Esso Exploration and Production Nigeria Limited (EENL)	480
	TOTAL	2,800

3.5 Determination of Sample Size

The sample size of the study was determined with the formula developed by Borg and Gall in 1973 as shown below.

$$n = (Z_{\alpha})^2(e)[N]$$

Where:

n = Sample size to be estimated

N = Entire population of interest

$Z_{(\alpha)}$ = Confidence level (1.960) at 0.05

e = Error margin (0.05)

α = Significance level

Substituting the values in the formula, we have:

$$n = (1.960)^2(0.05)(2800)$$

$$= 3.8416(154.35)$$

$$= 537.8$$

$$\therefore n = 538 \text{ (Nearest whole number)}$$

Thus, the sample size for the study is 538 operational and senior staff of the selected oil and gas firms.

To determine the sample size that would be allocated to each firm, the formula for proportionate sampling below was used:

$$n_i = \frac{nh_i}{N} \times n$$

Where:

n_i = Sample size for the i th firm

nh_i = Population size of the i th firm

N = Entire population of interest

n = Study's sample size

Substituting the values in the formula, we have

Mobile Producing Nigeria (MPN) Operations:

$$n_1 = \frac{661}{2800} \times 538 = 127$$

Shell Petroleum Development Company of Nigeria (SPDC):

$$n_2 = \frac{628}{2800} \times 538 = 121$$

Nigerian Agip Oil Company Ltd:

$$n_3 = \frac{540}{2800} \times 538 = 104$$

Total Nigeria Plc.

$$n_4 = \frac{491}{2800} \times 538 = 94$$

Esso Exploration and Production Nigeria Limited (EEPNL):

$$n_5 = \frac{480}{2800} \times 538 = 92$$

Table 3.2: Population and Sample Distribution

S/N	Oil Firm	Population	Sample Allocation	Percentage of Total
1.	Mobile Producing	661	127	23.6
2.	Shell BP	628	121	22.5
3.	Agip Nigeria	540	104	19.3
4.	Total Nigeria	491	94	17.5
5.	EEPNL	480	92	17.1
Total		2800	538	100.0

Source: Field Survey, 2021

3.6 Sampling Technique

Having determined the sample size for the study and proportionate allocation to different firms in the study, the next activity is to define the selection method. The method used in selecting the units of observation is the systematic sampling design. The method became our choice due to its unique attributes which distinguishes it from other sampling techniques. One, it makes use of random start which no other technique uses. Two, it makes use of sampling interval which is also unique to it alone. These attributes help to evenly spread the sampling units across the entire population of interest.

3.7 Instrument for Data Collection

The questionnaire instrument was used for data collection and the design was hinged on five (5) point Likert scale of strongly agree, agree, disagree, strongly disagree and undecided to generate data from the respondents on performance management and employee performance in the selected firms.

3.8 Method of Data Collection

The study applied structured questionnaire instrument to collect data from the participants in the study organizations. With the support of some research assistants and HR department of the

firms selected for the study. Once piloted and tested research questionnaire was made available to the participants and after three days, the research assistants returned back to collect the filled questionnaire. Once all the data were collected, it was consolidated in a single excel spreadsheet for analysis and interpretation.

3.9 Method of Data Analysis

The data generated were analyzed using both descriptive and inferential statistics. Descriptive statistics which includes Frequency and simple percentage were used to answer the research questions while multiple regression analysis was used to test hypotheses with the aid Statistical Package for Social Science (SPSS) Version 23.

PRESENTATION, ANALYSIS AND INTERPRETATION OF DATA

4.1 Distribution and return of questionnaire

Table 4.1.1 Analysis of response pattern

Item	Questionnaire	Percentage (%)
Total number of questionnaire administered	538	100
Number of questionnaire retrieved	520	96.6
Number of questionnaire not retrieved	18	3.4
Number of questionnaire suitable for analysis	500	92.9

Source: computed from field survey data, 2021

The response rate for this study was 96.6 % as shown in Table 4.1.1 by the total number of questionnaire administered and recovered from the field exercise. Five hundred and Thirty Eight (538) copies of a single questionnaire were administered to respondents, out of which Five hundred and twenty (520) representing about Ninety Six percent (96.6%) were retrieved while Eighteen (18) were not returned. After assessing the retrieved questionnaire through data preparation, twenty (20) were rejected due to acts such as multiple ticking, blank responses, half-way ticking etc. Hence, only Five hundred (500) copies of the questionnaire were usable to achieve the study objectives and testing hypotheses.

4.2 Bio data of the respondents

Table 4.2.1 Background information of respondents

Options	Frequency	Percentage
Gender		
Male	315	63.1
Female	185	36.9
Total	500	100
Age		
18-27 years	26	5.1
28-37 years	136	27.1
38-47 years	195	38.9
48-57 years	106	21.4
58 & Above years	37	7.4
Total	500	100
Educational Attainment		
WAEC/Equivalent	43	8.6
OND/NCE	46	9.4
HND/ B.Sc	122	24.3
Professional Certificate.	164	32.8
M.Sc/Ph.D.	125	24.9
Total	500	100
Work Experience		
Less than 5 years	66	13.1
5-10 years	182	36.3
11-15 years	156	31.4
16 years Above	96	19.1
Total	500	100

Source: computed from field survey data, 2021

From the result of demographic profile of respondents in Table 4.2.1, it was observed that the respondents were made up of 315 males, representing 63.1% of total responses, while 185 respondents are female, representing 36.9% of total responses. This is an indication that the male folks are much more employed in the oil and gas industry than their female counterpart.

The age distribution of respondents shows that 26 respondents representing 5.1% are between the ages of 18 and 27, 136 respondents representing 27.1% are within the ages bracket of 28-37 years, 195 respondents representing 38.9% are within the ages of 38-47 years, 106 respondents representing 21.4% are between the ages of 48 and 57, while 37 respondents representing 7.4% are 58 years of age and above. This simply implies that more than half of oil staff are in the prime of their youth or middle-aged.

On highest educational qualification of respondents, 43 representing 8.6% had SSCE /WASC or equivalent certificates as their highest qualifications, 46 respondents representing 9.4% had OND/NCE, 122 respondents representing 24.3 attained HND and B.Sc 164 respondents representing 32.8% had professional certifications, and 125 respondents representing 24.9% had M.Sc/Ph.D. This is a proof that attaining higher educational certificate and professional certifications is a major requirement for employment in the oil and gas industry.

Finally, it can be noted from table 4.2.1 in terms of work experience, 66 of the respondents representing 13.1% has worked less than 5 years, 182 of the respondents representing 36.3% has worked between 5-10 years, 156 representing 31.4% has worked between 11-15 years, while 96 respondents representing 19.1% has worked above 16 years. Thus, we can say that the respondents sampled have adequate experience in the oil and gas industry.

4.3 Test of Hypotheses

The hypotheses were tested by Multiple Regression Analysis through the use of SPSS Computers Packages Version 23. Below are the test statistics show the regression analysis.

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.585 ^a	.512	.5339	1.02378	1.673

a. Predictors: (Constant), RWS, TRD

b. Dependent Variable: EMP

ANOVA^a

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	270.705	2	135.353	129.138	.000 ^b
	Residual	520.917	497	1.048		
	Total	791.622	499			

a. Dependent Variable: Employee Performance

b. Predictors: (Constant), Training and development, reward system,

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	.455	.112		4.065	.000
	Training & Development.	.232	.058	.146	3.990	.000
	Reward System	.703	.044	.579	15.799	.000

a. Dependent Variable: EMP

4.3.1 Hypothesis One

H_0 : Training and Development has no significant positive effect on Employee performance in the oil and gas firms in South-East, Nigeria.

H_i : Training and Development has significant positive effect on Employee performance in the oil and gas firms in South-East, Nigeria.

Interpretation

The regression sum of squares (270.705) is less than the residual sum of squares (520.917), which indicates that more of the variation in the dependent variable is explained by the model. The significance value of the F statistics (0.000) is less than 0.05, which means that the variation explained by the model is not due to chance.

R, the correlation coefficient which has a value of 0.585, indicates that there is a strong positive relationship between performance management and Employee Performance. R square, the coefficient of determination, shows that .512 of the variation in Employee Performance is explained by the model.

With the multiple regression model, the error of estimate is low, with a value of 1.02378. The Durbin Watson statistics of 1.673, which is close to 2, indicates there is no autocorrelation.

The Training and Development coefficient of 0.232 indicates a positive significance relationship between training/development and employee performance, which is statistically significant (with $t = 3.990$ with P value 0.000). Therefore, the null hypothesis is rejected, and the alternative hypothesis accordingly accepted. Thus, Training and development positively influences Employee Performance in the organizations under study.

4.3.2 Hypothesis Two

H_0 : Reward System has no positive effect on Employee Performance in the oil and gas firms in South-East, Nigeria

H_i : Reward System positively influences Employee Performance in the oil and gas firms in South-East, Nigeria

Interpretation

The regression sum of squares (270.705) is less than the residual sum of squares (520.917), which indicates that more of the variation in the dependent variable is explained by the model. The significance value of the F statistics (0.000) is less than 0.05, which means that the variation explained by the model is not due to chance.

R, the correlation coefficient which has a value of 0.585, indicates that there is a strong positive relationship between performance management and Employee Performance. R square, the

coefficient of determination, shows that .512 of the variation in Employee Performance is explained by the model.

With the multiple regression model, the error of estimate is low, with a value of 1.02378. The Durbin Watson statistics of 1.673, which is close to 2, indicates there is no autocorrelation.

The Rewards System coefficient of 0.703 indicates a positive significance Relationship between Reward system and Employee Performance, which is statistically significant (with $t = 15.799$ $P = 0.00$). Therefore, the null hypothesis should be rejected and the alternative hypothesis accordingly accepted. Thus, Reward System positively influences Employee Performance in the organizations under study.

4.4 Discussion of Results

4.4.1 Training/Development and Employee Performance

The test of hypotheses above showed that training and development dimension of performance management has a significant positive effect on employee Performance in oil and gas firms in South-south Nigeria. Implying that the two variables moves in same direction such that when performance management is on the increase, there is increase in employee Performance in oil and gas firms in South-south Nigeria. Similarly, when performance management is on the decrease, there is decrease in employee Performance in oil and gas firms in South-south Nigeria.

This finding is in alignment with Otuko, Chege and Douglas (2018) observation that training of employees is a demonstration of the value management places on their workforce to improve on the existing skill level or development of new ones that have direct relationship with job satisfaction which happens to be one of the necessary conditions for improved employee Performance in the organization. Similarly, according to Elnaga and Imran (2013) to develop the desired knowledge, skills and abilities of the employees so that they may perform optimally, there is need for effective, appropriate and coordinated training and development programs.

4.4.2 Reward System and Employee Performance

The result shows that reward system as dimension of performance management has a significant positive effect on employee performance in oil and gas firms in South-south Nigeria. The finding is also supported by Randell (2019) report that if an excellent performance is detected during an appraisal process and such a performance is adequately rewarded/appreciated the chances are that such enhanced performance would be repeated by the same employee/employees in another period while performing the task. Furthermore, Siddiqui (2015) emphasized that rewards given for creativity encourage more creativity in other tasks and reward systems administered to improve on employees' Performance.

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Summary of Findings

The study finds that:

1. Training and development has a significant positive effect on employee performance in oil and gas firms in South-south Nigeria.
2. Reward system has a significant positive effect on employee performance in oil and gas firms in South-south Nigeria.

5.2 Conclusion

The study examined performance management and Employee performance in selected oil and gas firms in the South-South, Nigeria. In the light of the foregoing findings noted, the relevant conclusions made regarding the effect of the dimensions of performance management on employee performance are stated; Training and development is the most effective and pervasive method in improving the technical skills and sharpening the managerial expertise of the workforce. By extension, it is also the surest means for organizations to improve the quality of their goods and services. In an organizational setting where both extrinsic reward and intrinsic reward system is effectively administered employees do better not only on their present role but also in subsequent assignments.

5.3 Recommendations

1. To enhance employee performance, system should be put in place to discover employees training and developmental needs and matching the chosen training programs with the identified gaps in skills and expertise.
2. The employees concern and work output should take priority over organizational interest in the reward practices an organization is adopting in the compensation of performance.

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