PERFORMANCE MANAGEMENT IMPLEMENTATION AND THE ELEMENTS SHAPING PERFORMANCE MANAGEMENT IN SELECTED OIL AND GAS COMPANIES IN NIGERIA

A thesis submitted in partial fulfilment for the requirements of the University of Salford for the degree of Doctor of Philosophy

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Table of Content   **Page Numbers**

LIST OF FIGURES

Page Number

LIST OF TABLES

Acknowledgments

DECLARATION

I hereby declare that this thesis has not been, nor be, submitted in whole, or in part to another University for the award of any other degree

Signature ---

ABBREVIATIONS

PM   Performance Management

MNCs   Multi-National Companies

PA   Performance Appraisal

CIPD   Chattered Institute of Personnel Development

PMS   Performance Management System

HR   Human Resource

BSC   Balance Scored Card

GST   Goal-Setting Theory

VIE   Valence, Instrumentality and Expectancy

SMART   Specific, Measurable, Attainable, Realistic and Time-bound

APER   Annual Performance Evaluation Report

PR   Performance Review

US   United States

FCT   Federal Capital Territory

PDP   People Democratic Party

UK   United Kingdom

IMF   International Monetary Fund

OPEC   Organisation of Petroleum Exporting Countries

NNOC   Nigerian National Oil Corporation

NNPC   Nigerian National Petroleum Company

HRM   Human Resource Management

NCA   Nigerian Content Act

NUPENG   Nigeria Union of Petroleum and Natural Gas

PENGASSAN Petroleum and Natural Gas Senior Staff Association of Nigeria

IOCs   International Oil Companies

ILO   International Labour Organisation

SAP   Structural Adjustment Programme

AB   Among the Best

HE   Highly Effective

FP   Fully Productive

NI   Needs Improvement

PIP   Performance Improvement Plan

MBO   Management-By-Objectives

CNL   Chevron Nigeria Limited

DPR   Department of Petroleum Resources

HS   Health and Safety

IT   Information Technology

SM   Senior Manager

LM   Line Manager

ESRC   Economic and Social Research Council

TQM   Total Quality Management

TU   Trade Union

ABSTRACT

Over the years, the changing business environment, highly competitive market, workforce demographics, and the ever-increasing demand on performance has driven organisations to come up with innovative ways to measure and manage employee performance. To manage these challenges, performance management has emerged as an efficient management tool. Along with the associated performance management implementation, well-implemented concepts are used strategically to create value for organisations, shareholders and employees. Hence, the oil MNCs adopted new performance management concepts by redesigning their performance management to make it real-time, continuous, interactive and more meaningful for their businesses. Rather than the traditional mode of appraisal process with once-in-a year goal-setting and feedback procedures.

However, the implementation of performance management in these oil MNCs have been affected by several elements such as, top-down bureaucratic mode of operations, employees' involvement, employees' fragmentation, lack of trust in the implementation, and appraisal satisfaction, more particularly, the perception about appraisal ratings and reward system. One of the major undermined factors driving employees' perceived fairness of performance management process is their dissatisfaction in the reward and recognition system, which describes the expectations between employees and the management, what each gives and expects in return from the other. This thesis examines how performance management is implemented in three oil MNCs and perceptions of the process.

A qualitative research design was adopted to gain in-depth knowledge of performance management implementation and the perceptions of the process. Semi-structured interviews were used to ascertain how performance management is implemented and the perceptions of the process both at management level and employees' level. The level of implementation and perceived fairness differs between the three oil MNCs, management and staff levels. Management perceived it as both organisation and shareholders driven, the employees perceived it as shareholders driven and not for employee's development, particularly, not when operating a two-tier employment relationship (permanent and non-permanent staff), whereby only the few permanent employees are officially appraised and rewarded, while the non-permanent staff who formed the large proportion of the workforce are outside the purview of performance management process.

Drawing upon theories underpinning performance management and the integrated approach to performance management implementation, this thesis proposes a framework for effective performance management implementation in practice by looking at the same concept from different perspectives. The management of the three oil MNCs have commitment towards effective performance management implementation but need to understand performance management as a concept more integrated than they currently do. Such an understanding would enable them to implement the concept more effectively down the companies, thereby engendering increased employees' commitment to performance management implementation.

This study makes important conceptual contribution through the empirical evidence and existing theoretical framework to assimilate current knowledge and chart a course for more effective and successful implementation of performance management, in the developing nations, the Nigerian oil and gas industry.

The research concluded that implementing performance management enhances employee performance through setting individual objectives that are derived from overall organizational goals and identifying skills gap which are addressed through trainings thus increasing staff competence levels.

Chapter 1:   Introduction

1.1   Introduction

The concept of Performance Management (PM) has gained much popularity for a long time, even more attention in recent times because of the highly competitive market environment (DeNisi and Murphy, 2017; Devarajan, R., Maheshwari, D., Vohra, V., 2016, Chompukum, 2011). Although there is still a considerable debate around its implementation and effectiveness to the success of business organisations (Schleicher, et al. 2018; Na-Nan, Chaiprasit, and Pukkeeree, 2017; Mishra, G., and Farooqi, R., 2013)

The study sets out to investigate performance management implementation, and employees' perception in the Nigerian oil and gas industry. This chapter present a brief overview of the research study and gives the background of the research, its aim and objectives, research questions, rationale for the research, knowledge gap and structure of the research.

1.2.   Research Background

The past two decades have witnessed dramatic changes in the economic and business world (Mishra, G., and Farooqi, R., 2013). These changes are due to technological development, fluctuations in product demand, global competition, increased business complexity, customer bargaining power, and the changing nature of workforce (Brown; O'Kane; Mazumdar; and McCracken, 2019; Mishra, G., and Farooqi, R., 2013). Organisations in response to these changes are devising ways to increase their effectiveness and remain competitive. One of the ways of achieving this is to seek performance and productivity gains from employees which brought about the concept of PM (Boxall & Purcell 2013; Buchner 2007). Given the competitive global market environment in which organisations operate, the need to develop employees is expedient for the success and survival of any business organisations. Thus, performance management is universally promoted to develop employees' competence (Crawshaw, et al. 2012; Cascio, 2014).

Performance management is a global concept that cuts across different countries and organisations. Studies carried out in the US (Peretz & Fried 2012; Narcisse & Harcourt 2008; Holbrook, 2002), UK (CIPD 2014; Miah & Hossan 2012; McAdam, Hazlett & Casey 2005;),

and developing nations, such as, Africa (Khan & Ukpere, 2014; Seotlela & Miruka, 2014; Machingambi et al., 2013; De Waal, 2007; De Waal & Counet, 2008; Ohemeng, 2009); Ghana (Kwaku & Michael 2015; Joseph 2014; Ayentimi et al 2013; Ohemeng, 2011); Nigeria (Idemobi & Onyeizugbe 2011; Esu & Inyang, 2009); and elsewhere, indicates that performance management is a global phenomenon that has been adopted by both public and private organisations.

This concept cannot be over emphasized in contemporary competitive market. It is a driver of an effective organisation, and a process of creating a work environment in which employees with the right skills are hired and equipped to perform their utmost best to bring about improvement and progression to the organisation (Den Hartog et al., 2004; CIIA, 2017; Nel et al., 2008; Khan & Ukpere, 2014; Kehinde, 2012).

As critical as PM is to business organisations, there have been arguments from different quarters of what distinguishes highly performance organisations from others. Kehoe and Wright, (2013), alleged that, the implementation of high-performance work practices in an integrated and complementarity way, leads to effective development of employees' skills and behaviours necessary to support an organisation's strategy (Blackman et al., 2012, Brudan, 2009). Similarly, Blackman, et al. (2017) argued that, a major significance of a productive organisation is the development of individual employee skills. These can facilitate high organisational performance through shaping and enabling behaviours, competence, and motivation (Blackman, Buick, O'Flynn, O'Donnell, and West, 2017, p. 2). On the other hand, Cooper (2008), argues that badly designed and implemented PM can have adverse consequences not only for the organisation, but also for all those involved.

It has also been argued that, regardless of the possibility of performance management implementation to positively support organisations and increase both organisation and employee's performance, in reality, the challenges practitioner faced may be very different (Bragger, Kutcher,Menier, Sessa, and Sumner, 2014; Davis, 2011; Pfeffer, 2009).

Performance management process which sometimes involve very blunt performance appraisal practices, have been termed the "Achilles heel" of organisational processes (Brown; O'Kane; Mazumda; and McCracken, 2019, p. 48). Because of this mistrustful perspective, a considerable move in performance management practices has been observed more recently with a very strong demand to make performance management more comprehensive, integrated and importantly

more developmental in disposition. For instance an article in Harvard Business Review by Rock and Jones (2015), reveals that an approximate number of 30 big organisations, such as, Adobe, Deliotte and GE, were shifting away from performance appraisal ratings, yearly performance goals, and forced rankings performance management systems which basically creates friction or conflicts between employees, toward the application of short-term goals, which highlights continuous discussions between employees and their supervisors/line managers (Brown, et al. 2019, p 48).

The basic rationale for this shift relates to the changing nature of business and its competitiveness, and more especially, the need to engage, develop and retain highly skilled employees through more continuous feedback, which has been established to promote engagement and development.

Likewise, current evidence has shown that the past thirty years have seen increasingly rapid advances in the field of performance management (Brown; O'Kane; Mazumdar; and McCracken, 2019). This is an indicative of several publications, such as, Banks and Murphy (1985); Arvey and Murphy (1998); Rynes, et al. (2005); DeNisi and Smith, (2014); Iqbal, et al. (2015), and many more. Although, some evidence suggests that, studies published over a decade ago are less likely to reflect the present state of performance management practices (Brown, et al. 2019). This reflects Schleicher, et al. (2018) report, which recognises that for the past 13 years there has not been any comprehensive review of performance management literature.

The afore mentioned notwithstanding, presently, researchers have shown an increased interest in specific elements of performance management, such as, relationship between employee performance and organisation performance, and ratee reactions (Brown, et al. 2019; Asamany and Shaorong, (2018); Na-Nan, Chaiprasit, Pukkeeree (2017); Blackman, et al. 2017; DeNisi and Murphy, 2017; Devarajan, Maheshwari, and Vohra (2016); Harrington and Lee, 2015; Campbell, 2012; DeNisi and Smith, 2014; Selden and Sowa, 2011); (Iqbal, et al.; 2015).

Although, previous studies of Bernardin & Walter 1977; Borman 1975; Bernadin & Pence 1980; Hedge and Kavanagh 1988, have also discussed the rater, rater training programme which is centered on rater errors and how to avoid them, such as halo & leniency error. Other scholars such as, Borman, (1975), also considered the cognitive process of the rater, with a view to

reduce possible unfairness and bias. However, the recent work of DeNisi, and Murphy, (2017) used a variety of training methods to explain the nature of rater errors and how to avoid them.

Accordingly, Greenberg (1990, as cited in Harrington and Lee 2015, p. 215), alleged that "organizational justice theory provides a theoretical background to understand the appraisal-related interactions between raters and ratees and factors that may affect ratees' perceptions of appraisal fairness". Relatively, few studies have examined the appraisal-related interactions between raters and ratees. Perceived fairness of appraisals is a crucial issue in performance management, because performance appraisals can be one of the most complicated and disputable human resource management practices (DeNisi, and Murphy, (2017); Kim and Rubianty, 2011; Roberts, 2003).

This study argued that most of this literature has much focused on the narrow area of performance management, such as, issues related to ratings, rating accuracy, rater training, evaluation of performance for motivation and development purposes, as opposed to performance management, and have largely been grounded upon extant human resource management literature, with a psychology emphasis (Brown, et al. 2019, p. 49).

More recently, scholars have started to examine the major organizational and psychological elements that affect workers perception of performance appraisal fairness, and employee perceptions and reactions of PM. These have been argued to be of great importance to the success of PM implementation and the need to address this cognitive element (Asamany and Shaorong, 2018; DeNisi and Murphy, 2017; Blackman, et al. 2017; Harrington and Lee, 2015; DeNisi and Smith 2014; Levy and Williams 2004; Roberts 2003, Gabris & Ihrke 2000). This growing body of literature is contributing to our knowledge of PM and employee's perception of the process in the developed nations (Adler, 2011; Baird et al., 2012; Moynihan and Pandey, 2010), compared to the developing countries, particularly in Nigeria, where less has been achieved (Idemobi & Onyeizugbe 2011; Esu & Inyang, 2009).

Whilst studies on performance management in Nigeria, although limited have focused on specific form of performance appraisal system, such as target setting (Ayida, 2008), others have mainly shown interest on the traditional appraisal measurement scale development, and scale formats (Landy and Farr, 1980; 1983). However, little attention has been paid to the implementation of a comprehensive and integrated performance management system in the Nigerian oil and gas industry. The impact of this concept in the developing nations, particularly

Nigeria is far less researched. There is an amazing dearth of analytical and empirical study on the implementation of performance management process in the Nigerian oil and gas industry. As a result, there is need to bridge this research gap, which is the key focus of this study.

1.3. Gap in Knowledge

Considering the relevance of performance management in organisations, evidence has shown that, most studies have concentrated more on the developed economies (Brown, et al., 2019; Schleicher, et al. 2018; Adler, DeNisi and Murphy, 2017; 2011: Baird, Schoch and Chen, 2012; Moynihan and Pandey, 2010). Although, it is evident that few studies on PM have been conducted in the context of the developing nations (Khan & Ukpere, 2014; Seotlela & Miruka 2014; Esu & Inyang, 2009; Idemobi & Onyeizugbe 2011; De Waal, 2007; De Waal & Counet, 2008; Machingambi et al., 2013; Ohemeng, 2009; Ohemeng, 2011), but there is need for more in-depth exploration of performance management implementation in the developing nations, particularly, Nigeria.

Similarly, a considerable number of studies revealed a great dearth in knowledge of performance management implementation in the developing nations. For example, the study of Abdel Aziz et al., (2005), observed that a comprehensive and holistic implementation of PM in developing countries is scarce. Cheng et al (2007), also stated that the study of PM and its implementation is currently under-researched. Bourne et al. (2003), argues that a structured discussion about the problems and challenges of PM seems to be missing in the literature.

Furthermore, the existence of limited literature on PM elements and challenges in developing nations, also justifies the need for further studies, as pointed out by De Waal & Counet (2009). These authors argued, that more research into these areas would increase the chance for a successful PM implementation. Hence, the concept of PM implementation, its elements and influences call for more research. These considerable gaps in literature needs to be filled. Since it has been proven in the history of developed economies, performance management if well implemented has been thought of as a key driver to employees' efficiency and organisational productivity (Brudan, 2009; De Waal, 2007). Thus, it is expedient to understand this best practice, and possibly come-up with a framework and make recommendations when necessary.

Also, Albert, et al. (2018), who conducted their research on PM implementation in Ghana's Local Government System using a single case study approach, suggested that further research should be conducted, using a multiple case studies approach where more than one organisation

will be studied in detail to compare PM implementation among organisations. Hence, the use of three cases in the Nigerian oil and gas industry.

Thus, the limitation of these past studies in conceptualising the concept of performance management and the extent of its effectiveness in enhancing employee's efficiency and organisation's productivity lies in the narrow interpretation of its implementation. In this regard, this study argues that performance management as an approach integrated across individual, operational, and strategic levels increases the degree of performance effectiveness in an organisation (DeNisi and Murphy, 2017, Brudan, 2009).

Performance management is a relatively new concept for developing nations (Anand et al., 2005; Creelman and Makhijani, 2005; Pandey, 2005). Before now, Performance Appraisal (PA) was very popular for many years before the introduction of PM, and it has been far more researched. Performance appraisal is still currently a major aspect of PM (DeNisi and Murphy, 2017; DeNisi & Kluger, 2000; Bacal, 2004; Fletcher, 2004; Longo 2011; Cascio and Aguinis, 2008: Gudyanga, Shumba, and Wadesango, 2014). Likewise, scholars have also largely focused on Performance measurement, rather than PM (Budworth and Mann, 2011). A refocus and greater awareness of the importance of PM will be needed, as it covers both the measurement and management of employees, as well as, including the appraisal of employees in its all-encompassing process.

The novelty of this study cannot be over-emphasised. It examined the implementation of PM for different categories of employees in the Nigerian oil and gas industry, including temporary employees. There have been little or no studies on performance management for the temporary workers. Most of the research on them has mainly focused on employment relations, casualization and trade union issues with the industry and government (Adenugba, 2004; Okougbo, 2004; Animashaun, 2007; Adewunmi, 2008; Okafor, 2010; Danesi, 2012; Fapohunda, 2012; Kalejaiye, 2014). While only few other studies have discussed the PM of permanent employees.

In addition, Banjoko, (1982), argues that Performance management is accorded a lesser role in Nigerian organisations, while more emphasis is given to selection, training, development and salary administration. Esu and Inyang, (2009), commented that the absence of PM in Nigeria has contributed to the high rate of business failure in the public sector. The authors further concluded that, the adoption of PM would make the public businesses effective, efficient and sustainable. Idemobi and Onyeizugbe, (2011), also concluded in their research that the absence

of PM has contributed to the increased rate of business and organisation failures in the public sector in Nigeria.

Basically, the research bridges the gap in two ways:

    i)   By examining the elements shaping PM implementation and the perception of employees and managers regarding the PM process in the oil and gas industry in Nigeria.

    ii)   By looking at PM implementation processes- considering the different categories of employees in the Nigerian oil and gas industry in Nigeria, which has not been the focus of previous studies and

1.4. Statement of the Problem

With regards to the hostile global business environment, organizations can no longer remain complacent with the local competitors. Whether organizations are profitable or non-profitable, the current trends demand that they benchmark based on the best practices across the globe. The need for modern organizations to develop, integrate and encompass performance management process underscores the importance of employees in an organization and their role in making any organization both efficient and productive. It has been argued that the employees of an organisation are its most asset and for any organisation to stay competitive in the highly challenging and competitive global market, there must be sufficient and adequate investment in the employees of that organisation (Bassi & McMurrer 2004; Vos. L 2009; IBM 2010; Danish & Usman, 2010; Hill 2011; Gabčanová 2011; Vosloban, 2013; Kanchana. K. 2013; GWS 2015).   Lee & Bruvold 2003).

Improved employee performance is argued to have a positive impact on organisational performance (Cascio, 2006). Ko and Hur (2013, p. 178) suggest, "employees who perceive that the organization is supportive of them and committed to helping meet their socioemotional and tangible needs will reciprocate by helping the organization achieve its goals". This study assumes that employees' positive beliefs about how much their organization recognizes their organizational contribution is another strong predictor of employees' perceived fairness of performance management. Hence, DeNisi and Smith, (2014), proposed that PM should encompass *all* human resource (HR) practices designed to give employees the means, motivation, and opportunity to improve firm-level performance.

Performance management as a scheme, serves different purposes in an organisation; it helps top management to achieve strategic business objectives; furnishes valid and useful information for making administrative decisions about employees; informs employees about their performance, and about the organisation's, as well as, the supervisor's expectations (Blackman, et al. 2017; Aguinis, 2013). It allows managers to provide coaching to their employees; provides information to be used in workplace planning and allocation of human resources. It also helps to collects useful information that can be used for various purposes, such as, test development and human resource decisions (Brown, et al. 2019; Schleicher, et al. 2018; Blackman, et al. 2017; Aguinis, 2013). In other words, one of the ways that organisations can achieve their goals and record success, is through their employees (ILM; 2013).

However, it has become disturbing to note that despite several studies carried out by academics and practitioners; PM continues to generate feelings of dissatisfaction, unfairness and injustice among employees (Cook and Crossman, 2004; Shrivastava and Purang, 2011). For instance, the chartered Institute of Personnel Development (CIPD) reveals that a third of employees in the UK believe that their organisations PM is unfair (CIPD, 2014).

Similarly, employees' perception on the implementation of performance management in the Nigerian oil and gas industry cannot be over emphasized (Ahmed, et al. 2011). Management of the Nigerian oil and gas industry acknowledges the important role played by performance management systems in business organization, however overlooked the tie among employee's perception and performance management, dubbed as a "closed system". A "closed system" is a process whereby the line-manger assess and produce a confidential report about subordinates on issues, such as, conduct, performance and promotion eligibility (Ahmed, et al. 2011; Ayinda, 2008; Bajoko, 1982). This assessment is the sole opinion of the line-manager, who never consulted the appraised employees for agreement or disagreement with the contents of the report (Ayinda, 2008; Bajoko, 1982). The implementation of the confidential report was characterised by the absence of a transparent mechanism of feedback and communication.

The effect is therefore the need for a study that do not only acknowledges the important role of performance management as a strategic tool for organisations, but to understand employee perceptions and reactions in the implementation of performance management in-depth both empirically and analytically in the developing country like Nigeria, particularly, in the highly esteemed Nigerian oil and gas industry. Likewise, to investigate the elements that can enable

or inhibit the performance management process, which consequently leads to key research questions.

1.5. Research Aim, Objectives, and Questions

The general aim of this research is to bridge the identified gaps in the literature, with a specific aim to investigate the process through which PM is implemented among employees of three oil Multinational Companies (MNCs) in Nigeria. Also, to extend existing PM theories to the context of a developing nation.

The following objectives are achieved through literature review and an empirical study:

- To assess how PM is implemented among employees.
- To examine the elements shaping PM in selected oil and gas companies in Nigeria
- To investigate the perceptions of employees and managers regarding the process, and whether they share a common understanding and objectives regarding the implementation of PM within the selected oil and gas companies in Nigeria.
- To explore effective ways to improve implementation of PM.

1.6. Research Questions

In fulfilling the above objectives, the following research questions are formulated:

- How is PM implemented among employees?
- What are the elements shaping PM in the selected oil and gas companies and how do they do so?
- How do employees and managers perceive the PM implementation process? Do employees and managers share a common understanding and objectives regarding the implementation of PM within the selected oil and gas companies in Nigeria?
- How can PM be better implemented, and managed?

Before going further to the analytical debate, it is necessary to clarify some terms used in the study.

1.7. Clarification of Terms

1.7.1 Performance Management

Organizational process that work to ensure that the overall productivity or rather the performances of the organization are achieved (Schleicher, et al. 2018; DeNisi and Murphy, (2017).

1.7.2. Performance Appraisal

This is a system of evaluating and examining the behaviour of the employees in comparison to the standards that have been put in place by the organization (Harrington and Lee, 2015).

1.8. Analytical Debate of Performance Management and Employees Perception

Performance management is an essential management tool for developing employee capacity through training and feedback, reinforcing organisational values, and it is useful for making important personnel decisions such as promotion, demotion, or retention (Daley, 1992; Murphy & Cleveland, 1991). It is also believed to motivate employees to strive for performance improvement by linking it with rewards (Perry, Petrakis, & Miller, 1989).

Earlier studies found that neither employees nor supervisors are motivated to use it (Berman, Bowman, West, & Van Wart, 2006; Deming, 1986; Kim & Rubianty, 2011; Nigro, 1981). For instance, Kunreuther (2009) describes the widespread negative attitudes toward performance management among government institution employees. In his study, some employees were displeased with their performance management system and expressed concerns that their performance has not been rated fairly, while some supervisors perceive providing performance feedback as conflicting with their other duties and perceived it as an unpleasant task.

As a result, the effective use of performance management and their implementation remains a challenging task for employees (Berman et al., 2006; Deming, 1986; Kim & Rubianty, 2011; Nigro, 1981; Wright, 2004). DeNisi and Murphy, (2017), also opined that when employees perceive a performance management process as unfair or inequitable, it may fail to achieve its original intention.

In attempts to proffer solution to the PM systems and increase its benefits, most studies have focused on designing better performance management techniques, such as, focusing on its psychometric issues, measurement issues (rating error, rating leniency), and PM frequency

(Korsgaard & Roberson, 1995; Landy & Farr, 1980; Murphy & Cleveland, 1991, 1995). This has helped the growth of the PM study, but did not solve the PM issues completely.

The delivery of the PM process was still resisted by employees (Kikoski 1998), because the cognitive aspect of PM was overlooked, while overemphasizing the system design (DeNisi and Murphy, 2017; Cawley, Keeping, & Levy, 1998; Murphy & Cleveland, 1995). Daley's (1992), argues that, no matter how well a performance system is designed, it will become a futile effort, if there is a lack of acceptance by the employees.

Employee perception and acceptance of the PM process cannot be negotiated. Their attitudes can affect their behaviours and commitment to the process (Kim & Rubianty, 2011; Roberts, 1994; Roberts & Pavlak, 1996). Likewise, negative perceptions of employees toward performance management can cause resistance to it (Gabris & Ihrke, 2000). As a result, their acceptance is critical to the overall success of performance management and its effectiveness (Cardy & Dobbins, 1994; Lawler, 1967; Murphy & Cleveland, 1991; Hedge & Teachout, 2000). Krell, (2011), argues that the way PM is perceived by the employees, especially if there is an element of bias during the implementation process, can reduce the effectiveness of a crucial business process—one directly related to employee PM. Hence, employee opinions regarding the appraisal process may be as crucial to its long-term effectiveness as the validity and reliability of the appraisal measures (Lawler, 1967).

From the fore-going, there seems to be a consensus among PM researchers and practitioners, that employee perception and acceptance of a PM process is very critical (Cardy & Dobbins, 1994; Lawler, 1967; Murphy & Cleveland, 1991; Hedge & Teachout, 2000). No wonder, Bretz, Milkovich and Read (1992,) indicates that the most important issue of performance management faced by organisations is the perceived fairness of the performance appraisal. Their findings suggested that most employees perceived their performance appraisal system as neither accurate nor fair. While Skarlicki and Folger (1997), suggests that the performance process can become a source of extreme dissatisfaction when employees believe the system is biased, political, or irrelevant, which consequently leads to underperformance (Gabris & Ihrke, 2000).

Evidence suggests that employees would be positive towards their appraisal performance, and the appraisal process when they perceived that - (i) they can participate in the appraisals and (ii) the appraisals are goal oriented. Both predictors are consistent with previous survey research

on goal setting and participation in performance appraisal sessions (Burke, Weitzel, & Weir, 1978; Burke & Wilcox, 1969; Greller, 1975, 1978; Landy, Barnes, & Murphy, 1978).

Employee perception of fairness of Performance Appraisal has been studied as a significant factor in employee acceptance of and satisfaction with performance appraisal. In discussing the performance appraisal process, it is very important for the success of PA, how appraisers, and appraises generally perceive the process (Alwadaei, 2010). This consequently leads to why previous studies have suggested that the reasons for managers' or employees' resistance to a performance process should be identified and reduced, to maximise the effectiveness of its purpose (Carroll & Schneier, 1982; Lovrich, 1987). Considering this gap, this study investigates employee perception on the implementation of performance management in the Nigerian oil and gas industry.

1.9.   A Brief Analysis of Performance Management in the Nigerian oil Industry

The concept of performance management in the Nigerian oil and gas industry is structured around dynamics of interactions between and within the workplace actors (the oil MNCs-management, permanent employees, temporary employees, employee's perception, reward and recognition), such that the appraisal system of these oil MNCs applies only to the permanent employees, thereby undermining the temporary employees which formed a larger part of the labour force. See below an analytical framework explaining how performance management is implemented in the Nigerian oil industry and employee's perception of the concept (see Figure 1 below).

Figure 1: Analytical Framework of PM in the Nigerian Oil and Gas Industry
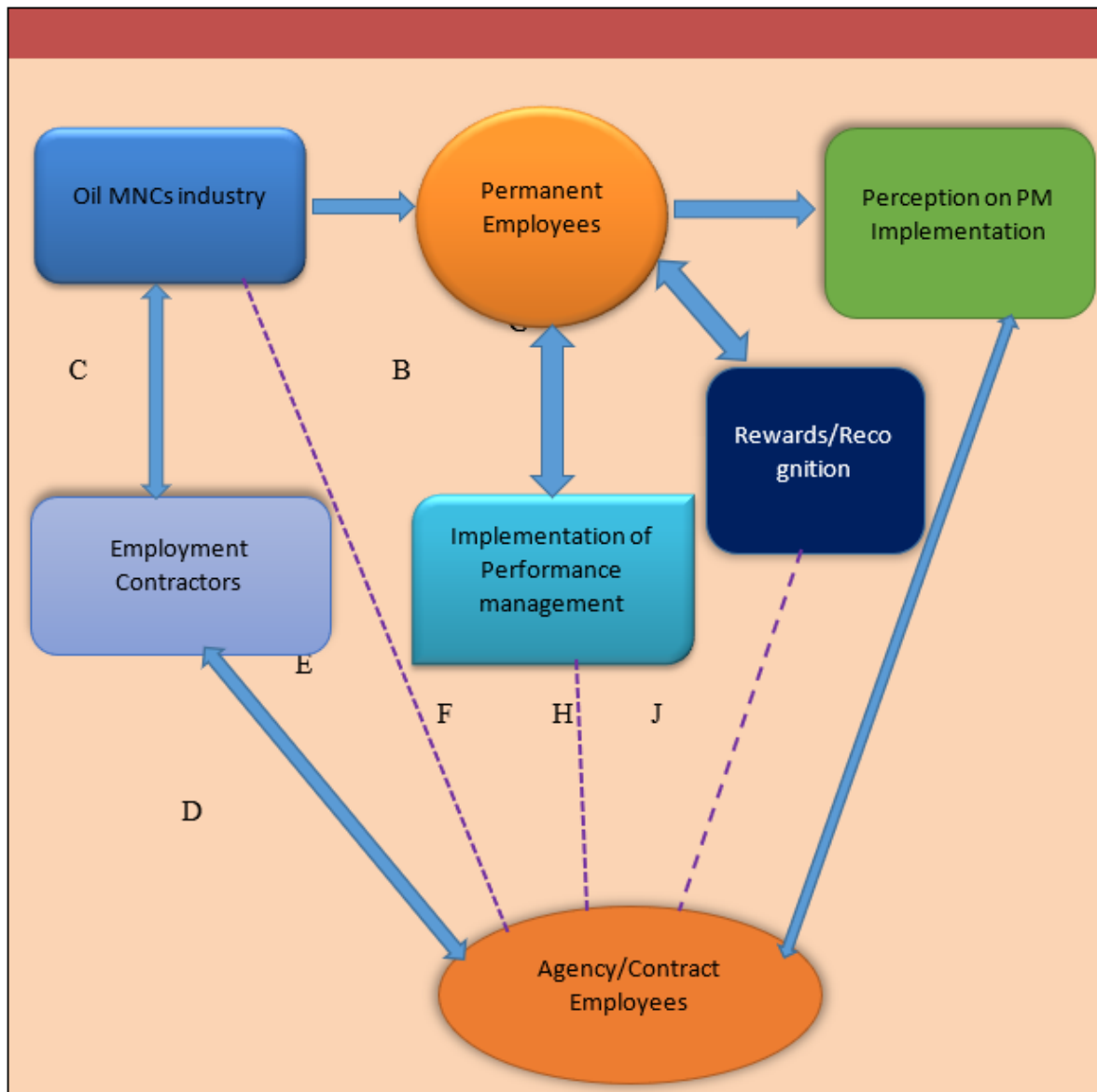
Source: Adebola Ogungbadejo (2019)

The implementation of performance management in the Nigerian oil and gas industry applies only to the few permanent employees who are on direct employment contract with the oil MNCs. These are the few privileged who are officially appraised and rewarded accordingly. However, amongst this privileged, are the disgruntled who are dissatisfied with the performance appraisal system. While, on the other hand, the employment contractors are the suppliers of the contract staff, who have a working relation with the oil MNCs, but not employment contract.

The growth of contract staff in the form of incorporation of agency workers can be attributed to three factors: firstly, agency labour is cheap to hire with the help of numerous and aggressive

employment agencies, with great networks sprawling all over the globe. The complexities of this contractual work relationships between the oil MNCs and the employment agencies reflects the commodification of labour, in which labour force are simply no more objects of the process of production, but rather commodities controlled by the oil MNCs who used and disposed them at will. These workers are usually not entitled to any benefits that are accrued to the permanent employees, hence they are outside the purview of performance management process, and the reward system according to empirical findings, more of this is discussed in Chapter 7.

Evidence from empirical feedback suggests that, performance management is design by the senior management, and external consultants for the three case companies (Shell, Exxon Mobil and Chevron), and this passed down to the lower levels for implementation. In such culture, individual conformity and compliance are achieved through the enforcement of formally stated rules and procedures. The hierarchical approach involves authoritarian management style with high degree of control, little communication and top-down management.

This study argues that, if performance management is used as a tool for hierarchical steering, this may harm its effectiveness. For example, when the benefit is asymmetrical, whereby it is more of economic focused, rather than employee's development. Also, is the perception of the appraisal processes by the employees, which is perceived to be biased, because management has given a rating which must be complied with by the line-managers. It therefore assumed that rating has been pre-decided before the actual appraisal, this produces perverse effects. It could be easily seen that this approach results in very rigid and standardized system of performance related reward and recognition. Ideally, rating or ranking should depend on individual achievements and not by comparison, or level of technical expertise.

The key finding of this study is the contradictory nature of the long-term use of temporary workers. A considerable number of them have spent many years with these oil MNCs, with their job responsibilities shifted from the peripheral functions to the core production activities of the companies - with fewer or no employment rights, which includes, the denial of a formal performance appraisal process.

In abdicating employers' responsibilities in terms of performance management implementation on temporary workers, the oil multinational companies effectively excluded this category of workers from constructive feedbacks that would have boost their career progression and

developments. Notwithstanding this lack of leverage on the part of temporary workers, some of the permanent workers are very dissatisfied with the performance management system, particularly, the ratings and reward system.

The dissatisfaction with the rewards system may lead to inefficiency, previous studies have indicated, that a direct link between performance and rewards may also result in decreased performance. For example, if a subordinate does not receive a reward due to under-performance, and if his/her perception of fairness of the procedure was already at stake, this may possible lead to negative reactions.

Likewise, the perception of unfairness within the performance management system can adversely affect employees' organisational commitment, job satisfaction, trust in management and their performance at work. According to Rajendran (2008), once there is a negative perception, there is a significant influence on the overall job dissatisfaction of employees and a decrease in the expected work outcomes in the form of work performance, commitment and turnover intentions.

1.10.   Methodological Consideration

The new concept raised the questions that can only be answered through in-depth investigation on the implementation of performance management within its context (Nigerian oil and gas industry). To achieve this, a case study approach that mainly utilises a qualitative method was adopted. Three oil MNCs (Chevron, ExxonMobil, and Shell) were selected for the research. These cases were selected based on their sizes, culture, and diversity. The qualitative method applied for the data collections was semi-structured interviews. The semi-structured interviews involved senior managers, line-managers, permanent and temporary employees, as well as, the labour-contractors. The interviews involved 53 respondents.

Data collected from interviews were triangulated to facilitate comparisons across the three oil MNCs explored. The findings allowed understanding and insight into the way performance management is implemented, the elements shaping the implementation, and, in turn, influence employee's perception of the process.

This study contributes to the field of performance management in the developing nation, particularly, the Nigerian oil and gas industry. Thus, proposing an integrated and holistic framework that supports the successful and effective implementation of performance management.

The study also contributes to knowledge by bringing to light the inequality in the employment relationships and the subsequent denial of some categories of employees' basic rights and benefits in the Nigerian oil and gas industry.

1.11. Rationale/Significance for the study

The Nigerian oil industry is the major driver of the country's economy and every other sector, even the government, depends on its existence. It constitutes about 90% of Nigeria's foreign exchange earnings and 83% of its Gross Domestic Products (Ogbeifun, 2009).

The current market trends demand that organisations benchmark based on the best practices across the globe. The need for organizations to develop performance management systems underscores the importance of employees in an organization and their role in making any organization both efficient and productive. On this premise, the Nigerian oil and gas industry invest resources- money, time and efforts to run a PM system and frequently use it to inform key decisions relating to pay, promotions, rewards, training, and redundancies. As effective as performance management to the success of organisations, management are often less attentive to assess how employees perceive its implementation, and this has become a key significant oversight in management studies (Swiercs et al 2012; Haines and st-onge, 2012; Tsai and wang 2013).

In addition, extant literature on PM is dominated by studies from developed country context with limited emphasis on developing countries (Bailey & Fletcher 2008; Bach 2005). This study therefore responds to the calls for more PM research in newer and under-explored contexts (Shao et al 2013; Bailey & Fletcher 2008; Okafor 2007).

1.12. Structure of the Research

To make the contribution of the study clear, the content of each chapter of the thesis are now briefly outlined:

Chapter One: Introduction

This chapter introduces the study, the research background, the rationale for the research, research aim, research objectives and research questions, and expected contributions to knowledge. The purpose of this chapter is to provide a clear overview of the research.

Chapter Two: Literature Review

This chapter contains a comprehensive review of the literature which includes: the various definitions of PM, PM and perception of temporary staff, theories and models underlying the concept of PM, benefits of PM, challenges of PM, elements of PM, and the PM process. The purpose of this chapter is to provide a clear overview of PM in Nigeria.

Chapter Three: The Nigerian Oil and Gas Industry

This chapter contains a comprehensive review of the Nigerian oil and gas industry which includes: geographical background, historical background, structure of the Nigerian oil and gas industry, and the impact of the oil and gas production activities. The purpose of the chapter is to bring to light robust review of the Nigerian oil and gas review.

Chapter Four: Research Methodology

This chapter discusses the research design and methodology. It includes the chosen research paradigm and philosophy of this study, research approach, research strategy, and data collection methods. It also presents the justification for every step taken during the field study. The purpose of this chapter is to show what research method was adopted by this study and the rationale for it.

Chapter Five: Findings and Analysis

This chapter presents the research findings and data collected from three case study organisations (Nigerian oil and gas companies) including data from semi-structured interviews as the main source of evidence, documentation, and direct observations. The findings are analysed to discover themes, and patterns, through the research questions across the case studies investigated.

Chapter Six: Discussion

This chapter presents an in-depth analysis and discussion of the results. The results are linked with the literature, to investigate and establish similarities or contrasts with existing theoretical propositions.

Chapter Seven: Conclusions and Recommendations

This chapter covers the conclusions derived from the findings linking them to the research questions. The originality of the study and the resulting contributions of the research in theoretical, methodological and practical terms are presented. With due regard to its limitations, recommendations are made for area of further research.

1.13. Chapter Summary

This chapter has provided an insight into the research study, highlighting the reasons why the study is valuable, and why it should be explored. It also highlights the research aim, objectives and questions, and the appropriate data collection method. In addition, the anticipated contributions of the research to existing knowledge have been explored and the structure of the thesis explained.

Chapter 2: Literature Review

2. Introduction

The preceding chapter presented a brief setting of the study. This chapter begins with the concept of performance management, an overview of individual performance, followed by the detailed explanation of models and theories of performance management detailing the nature and definition of performance management.

This study reviews the key debates and arguments in relation to performance management and its effectiveness. Performance management has been argued to be a concept that attempts not only to build the capabilities of the employees to make them effective, it is also aimed at liberating them from the noose of managerial restriction so that they can bring the discretion of their creativity and commitment to bear in the quest of realizing the goal and objectives of an organisation.

The later part of this chapter discussed the integrated theoretical model that underpins this study and its importance. This study argues that as industrialists are devising means to remain competitive in the business market, the traditional approach for improving employee engagement and productivity on the job has become obsolete and no longer productive (Stuart, et. Al. 2014). Thus, it implies that the effectiveness of an organisation manifest through the application of performance management system in alignment with other angles, such as human resource management strategy, operations management amongst others. Organisations will only achieve success when performance management is integrated (Brudan, 2010).

Also, the significant impact of a performance system on employee perception on justice which affects their attitudes and behaviour was discussed, as well as, the elements shaping performance management implementations.

2.1. Concept of Performance

Performance is not a unitary concept that can be generally defined (OECD, 2009, p.39). Kane (1996, p.124) argued that *"performance is something that the person leaves behind and that exists apart from the person".* de Waal (2007, p5), defined performance as the achievement of

the goals and target set by the organisation. Zhang; Di Fan; and Zhu, (2013, p. 423), viewed "performance as the outcomes of work (dependent variable), because they provide the strongest linkage to the strategic goals of the organisation, customer satisfaction and economic contributions".

The question now, is performance a behaviour which is an independent variable, or an outcome which is a dependent variable? According to Robbins, et al. (2009, p. 20), performance is behaviour and should be distinguished from the outcomes, *"because they can be contaminated by systems factors"*. Although some authors have agreed that, when conceptualizing performance, one must differentiate between an action or behavioural aspect and an outcome aspect of performance (Kanfer, 1990; Campbell, 1990; Campbell, *et al.,* 1993).

The study of Armstrong (2006 p.496), argued that "Performance means both behaviours and outcomes. Behaviours emanate from the performer and transform performance from abstraction to action. Not just the instruments for results, behaviours and outcomes in their own right – the product of mental and physical effort applied to tasks – and can be judged apart from results". In line with these definitions, performance simply means that the inputs (behaviour) and outputs (results) of both individual employees and team needs to be taken into consideration. Thus, a more comprehensive view of performance is achieved if it is defined as embracing both behaviours and outcomes.

Amirkhanyan, et al. (2014, p. 2) suggest that performance could be conceptualised using three well-known models known as: (i) the goal attainment model (ii) Competing values framework, and (iii) a multiple constituency model.

The goal attainment model basically explains performance in relation to how people, and organisations achieve their goals. Although, this argument has been criticised for being over simplified, because organisations often have more than a goal to achieve. Also, the competing values framework which is the second model, integrates the goal attainment model with theories of performance that outline the capability to tap and utilise external resources and opportunities for the success of organisations. The third model, which is the multiple constituency outlooks, explains performance of employees and organisations based on who is examining performance rather than using a set of standards or objectively verifiable indicators to explain performance. This line of argument is like Brewer's (2010) contention, that every concept of performance is subjective and liable to several interpretations. This model acknowledges that organisational

divisions have various needs and none of their views are more correct than others. This indicates that performance and its improvement can be perceived in different forms.

More significantly is to acknowledge that these three models lay an important foundation for our understanding of performance. They are frequently and essentially embedded in the analysis of performance such as those that follow the simple production process in which inputs are transformed into outputs. This traditional approach is viewed to be significant for evaluating organisational performance because no performance management system can ignore how organisational processes and inputs are utilised to produce outputs and sometimes outcomes. Based on this background of production inference, performance has frequently been defined in terms of economy, efficiency and effectiveness (Summermatter, and Siegel, 2009).

Given that employees are required to optimally spend limited resources to maximise great output, managers are often seen prioritizing operational efficiency and effectiveness. Within any given depth of performance, employees and organisations would be expected to satisfy the expectations of key stakeholders within each level of performance. This is anchored on the believe that organisations that design performance management systems for improving service delivery must focus on customer's expectations to satisfy them because expectations and perceptions influences people's assessment of performance (Bouckaert and Halligan, 2008). On this background, the next section discusses individual employee performance.

2.2.   Individual Performance: An Overview

The literature of human resource management particularly acknowledges individual employees as critical assets of organisation with the capacity of influencing overall performance outcomes (Safdar 2011; Drucker 2009). This statement draws link between the potential contribution of human capital to both organisational success and failure (Carmeli and Tishler, 2004). For example, in private sector, the performance of individual employee is critical to the success and continued competitiveness of organisations (Atkinson and Shaw, 2006). Since employee skills, competencies and the capabilities of an organisation's labour force are vital for creating such competitive advantage, performance management is said to play a significant role in developing and enhancing such human capital (Tahvanainen, 2000).

An important indicator of employee performance usually surrounds cognitive elements, quality of training, experience, as well as, opportunities for personal development and motivation (Alonso and Lewis, 2001). However, because employee performance is not static, but rather

varies overtime, attempts to understand it in organisational settings can take two forms: either (i) by considering observable process factors (behaviour), or (ii) by focusing on outcomes arising from individual tasks performance (Roe, 1999). The behavioural factors consider the actions of employees in the process of carrying out task, while the outcome element refers to the consequences or result of employee behaviour (Sonnentag and Frese, 2002).

This conceptualization of performance recognises measurable actions and activities that are vital to individual performance and basically focuses on behaviour that is related to the achievement of organisational goals (Motowildo, et al. 1997). This also means that performance is not only created but defined by a judgemental and evaluative process. Hence, a benchmark must be applied to determine the degree to which an individual performance contributes to organisational goals, since there might be practical challenges in trying to determine which behavioural elements significantly have an impact on performance. In view of this, performance is always connected to performance management and performance measurement (Motowildo, et al. 1997).

2.3. The concept of Performance Management

The process of performance management and performance measurement involves stages that need to be acknowledged and supported. According to CIPD (2018), Performance management is the activity and set of processes that aim to maintain and improve employee performance in line with an organisation's objectives. It's strategic as well as operational, as its aim is to ensure that employees contribute positively to business objectives. Ideally, performance should be managed holistically, throughout the range of HR activities and processes. Performance management needs to be considered as an approach integrated across individual, operational, and strategic levels to have a meaningful effect on the organization (DeNisi and Murphy, 2017).

Although, the concept of performance management remains unclear regardless of the tremendous attention it has received in academics publications (Carroll, 2000). The confusion stems from the fact that many authors interchangeably use it with performance measurement and other forms of performance evaluations (Bruijn, 2007; Pollitt, 2006; Talbot, 2005; Carroll and Dewar, 2002). Although, it is argued that these forms of performance evaluation are part of the generic idea of performance management system (Ohemeng, 2009). DeNisi and Murphy, (2017) argued that performance management should not be confused with performance appraisal and evaluation.

The characteristics of performance management consist in the fact that it has three distinctive elements such as: (i) understanding, goal setting, expectations; (ii) providing continuous feedback; and (iii) appraising performance (Ohemeng, 2009). Performance management is viewed to have extended beyond the concept of performance appraisal or performance related pay of the 1980s, which only address how an employee should be rewarded after meeting a set-target over a specific period (Mupazviriho, 2003). While Performance management has been argued to have emerged when practitioners and ultimately scholars, started deliberating of transforming performance appraisal from an event to a process (Peterson and Prussia, 2013 as cited Schleicher, et al. 2018). On the other hand, performance appraisal according to Denisi and Pritchard, (2006' p. 254) is understood to be "a discrete, formal, organisationally sanctioned event, usually not occurring more frequently than once or twice a year.

Performance management has been argued to be a broader set of ongoing activities aimed at managing employee performance (Williams, 1997 as cited in Schleicher, et al. 2018, p. 2210). Briscoe and Claus (2008, p. 15) alleged that performance management is the system through which organisations set work goals, determine performance standards, assign and evaluate work, provide performance feedback, determine training and development need, and distribute rewards. Accordingly, performance management is, therefore, conceived as a framework with system properties (Bouckaert and Halligan, 2008, p. 38). Based on this conceptualization, it is essential that any performance management system should have at least all, if not all these elements.

Kehoe and Wright, (2013), alleged that, the implementation of high-performance work practices in an integrated and complementarity way, leads to effective development of employees' skills and behaviours necessary to support an organisation's strategy (Blackman et al., 2012, Brudan, 2009). Similarly, Blackman, et al. (2017) argued that, a major significance of a productive organisation is the development of individual employee skills. These can facilitate high organisational performance through shaping and enabling behaviours, competence, and motivation (Blackman, Buick, O'Flynn, O'Donnell, and West, 2017, p. 2). Although direct cause–effect relationships are inherently problematic (Colbert 2004). It is argued that organisations which manage the performance of their employees effectively are more likely to outperform than those which do not (Cooper, 2008; McDonald and Smith 1995).

Hedge and Teachout, (2000), argues that success or failure in performance management depends on the organisation's ideologies, attitude and skills of those responsible for its

implementation and management, along with the acceptance, commitment and ownership of appraisers and appraisees (Lawler 1994). Also, performance management effectiveness may further be influenced by the perceptions of procedural fairness and distributive justice. The term procedural fairness implies employee perception of the concept overall process equity, while distributive justice refers to employees' perceptions of fairness of associated rewards and recognition outcomes. These are more elaborated at the later part of this chapter (Gabris and Ihrke, 2000).

Advocates of performance management suggests that performance review programmes are the compelling, and most excellent way to appraise, develop and efficiently utilise individual employee's knowledge and capabilities (Wilson, 2001; Cascio, 1996). On the other hand, some critics of performance management argued that performance review promotes short-term performance, destroying long-term planning, creating fear, annihilating teamwork and, encouraging rivalry and politics. Others criticises its practical challenges, while promoting its underlying principles (Glendinning, 2002; Glover 1996).

There has been a considerable number of studies carried out on performance management, making it one of the most lauded, debated and disparaged human resource management practices for decades. Regardless of all these research and studies, performance management implementation remains a major challenge and a source of frustration for organisations and employees in most countries, particularly, African – Nigerian. There is a gap in knowledge and understanding which this study intended to explore.

Recent research suggests that many organisations and their executives still regard performance management as a yearly annual ritual which is an unavoidable disaster but has little relevance to their 'bottom line', with the slightest recognition and knowledge of how powerful the concept can become. DeNisi and Murphy, (2017) argued that the importance of the concept is not fully appreciated by organizations. For example, their study alleged that it has often been assumed, improving individual employee performance would ultimately improve organisation's-level performance as well, however, establishing meaningful links between changes in individual performance and changes in firm performance has been an elusive goal (DeNisi & Smith, 2014).

These authors further alleged that "the best hope of establishing a link between employee performance improvement and organisation performance improvement would be to consider performance appraisal (either in its formal, annual guise or in terms of more frequent, less formal assessments) as only one of a broader set of activities that entail aligning staffing,

performance feedback, incentives, and supervision with the strategic goals of organizations. Rather than just referring to ways in which organizations use performance appraisal information to improve performance, then, performance management would be defined as this broader set of HR activities, as has been suggested in books" (Aguinis, 2013; Pulakos, Mueller-Hanson, O'Leary, & Meyrowitz, 2012) as well as publications in other journals (e.g., DeNisi & Smith, 2014; Kinicki, Jacobson, Peterson, & Prussia, 2013). Although most of these studies explain models and approach, rather than testing the effectiveness of these concepts (DeNisi and Murphy, 2017, p. 427).

Performance management on one hand links people to business (De Waal, Goedegebuure & Geradts, 2011) and on the other, interacts with other HR sub-systems such as compensation, learning and development, career management, growth, succession planning and workforce planning inputs to create an integrated Human resources platform in any firm (Chand & Katou, 2007). Despite of the important role played by the performance management, it has been often criticized because old traditional performance measures based on costing and accounting systems were short term (Banks & Wheelwright, 1979; Garvin & Hayes, 1982), lacked strategic focus (Skinner, 1974) and scope for continuous improvement (Johnson & Kaplan, 1987; Lynch & Cross, 1991). Arguably, performance management is a departure from the past school of thought in which employees were regarded as machines with buttons and expected to be productive according to the dictates of the managerial staff.

In today's business organisations the aims and purposes of performance management is to help achieve sustainable improvements in organisational performance, act as a leverage for change in developing a more performance-oriented culture. Creating continuous development, increasing motivation and commitments of employees, enabling individual employee to develop their capabilities and achieve their full potential to their own benefit and that of the organisation in general (de Waal, 2007; Armstrong and Baron, 2005).

However, as interesting as the understanding, knowledge and benefits of performance management sounds, its implementation and effectiveness in the Nigerian oil and gas industry is still questionable, which remains a gap to be filled in this study. Besides, the study of Schleicher, et al. (2018) recognised a deficiency in this concept. They observed that, for the past 13 years there has not been any comprehensive review of the performance management literature. This new phenomenon reveals gaps in knowledge in terms of its implication, application, and effectiveness.

2.4. The Evolution of Performance Management

Historically, performance management is traced back to the 1960s, when performance appraisal systems were the usual procedure. In this era, annual confidential reports, also known as employee service records were kept for controlling the behaviours of the employees and these records presents important information on the performance of the employee (Armstrong, 2009, p2). Armstrong further revealed that the second phase of the evolution of the performance management system continued from 1960s to early 1970s. Key indication of this period was that whatever adverse remarks were included in the employee's service record it communicated to the them so that corrective actions should be taken in overcoming such deficiencies. In this process of appraising the performance, the evaluator used to enjoy a discretionary power of overruling the ratings given by the reporting officer. The employees usually received an official written documentation on their identified areas of improvements if the rating for any specific trait used is lower than 33% (Armstrong, p3).

Afterwards, the annual confidential reports as earlier explained was replaced by performance appraisal. Employees were permitted to outline their achievements in the self-appraisal forms at the end of the year. Besides inclusion of the traits in the rating scale, other new components were considered by many organisations that could measure the productivity and performance of an employee in quantifiable terms, such as targets achieved amongst others. Some organisations also introduced a new section on training needs in the appraisal form. Although, the confidentiality aspect was still maintained, but the entire process continued to be control-oriented than being development-oriented.

By mid-1970s, the appraisal system was more development-driven, performance-based, participative and open, rather than being treated as confidential process. The system focused on performance planning, review and development of employees by following structured approach. In the whole process the appraisee and the appraiser jointly agreed upon the key result areas at the beginning of the year and reviewed every six months. At the time of the review, several issues such as factors affecting the performance, training needs of an employee, newer targets and the ratings would be discussed with the employee in a synergetic atmosphere.

This move was a welcoming change in performance management and many organisations introduced a new human resources department for taking care of the developmental issues of the organisation (Armstrong, 2009, p4).

Performance management system was distinguished by maturity in approach of handling employees' issues in the 1980s and 1990s. It was more performance driven and the emphasis was on development, planning and improvement (DeNisi and Murphy, 2017, p 427). Other management control tools developed in the 1980s and 1990s, as Kaplan and Johnson (cited in Suwit et al., 2011: 143), included performance management measures such as the balanced scorecard (BSC), activity-based costing, target costing, bench trending, budgeting, capital budgeting and programme management techniques (Anthony & Govindarajan 2004). The development of the performance management system was an era characterised by development processes, planning and improvement. It was during this time when culture building, team appraisals and quality circles were established for assessing the improvement in the overall employee productivity (Armstrong, 2009: 5).

2.5.   New Approaches to Performance Management

The traditional approach for improving employee engagement and productivity on the job has been argued to be obsolete and no longer productive (Stuart, et al. 2014, p. 2). This is supported by Gruman, and Saks, (2011), who views it as "Achilles heel" of human capital management and believed to be the most difficult human resource system to implement in organisations. Pulakos, (2009) observed that performance management is rated as the lowest, if not the least, in employee survey, less than a third of employees believe that the company's performance management process assists them in improving their performance, yet, work is accomplished through the key process (Gruman, and Saks, 2011). The above statistics indicates that patterns of HR activities, as opposed to single activities, are necessary to achieve organizational objectives (Delery & Doty, 1996).

Therefore, for one aspect of Human Resources to be effective, it is reliant upon the rest which is more beneficial. In fact, it allows the organisation to ensure that its functions are aligned with the strategic goals of the organization. Bundling HR practices so that they complement and strengthen each other has been shown to be necessary for an organization's HR architecture to deliver desired performance (Jiang, Lepak, Hu, and Baer, 2012; Pfeffer, 1998). Therefore, if performance management is being rated as ineffective, it may be a hint that there needs to be adjustments made within the current practices to help ensure that it begins to play a bigger role in the minds of the employees.

Stuart, et al. (2014), contend that performance management is increasingly recognised as a significant part of business organisation globally, and maintained that rather than the annual

one-sided conversations used for assessing employee's performance in the context of what the organisation needs them to do, top organisations are now adopting new, better approach for employee engagement and development, career wise. These scholars recognised that employees anticipates more from employment relationship than just a job. They anticipate building skills through experiences, so they can further their careers.

The new approach to performance management involves integration between performance management levels, which produce better results, system-thinking focus and learning as a key driver in performance management implementation (Brudan, 2010, p. 6).

Another critique of performance management was a study carried out in 2013 at Cargill that attempted to determine the effectiveness of performance management. The study recommended that new approaches to performance management should evolve around three principles, which are: (i) To focus on everyday performance management practices, such as on-going, high-quality conversation between managers and employees. (ii) Reinforce performance management related capabilities of managers and employees. (iii) Make performance management process easy (eliminating formal performance appraisal ratings (Pulakos and Hanson, 2014, p. 11). This is more elaborated at the later part of this chapter.

2.6.   The Process of New Approach to Performance Management

The study of Blackman, et al. (2017) alleged that for organisations to achieve high performance, there is need to have a clear, shared understandings of the value of high performance, transparent and consistently applied performance rating and developmental support, as well as, achievable performance-based rewards. For Moynihan, (2008), a performance management process sets the platform in various ways, as an organisational practice, performance management involves the utilization of performance information in the process of strategic decision making to improve organisational performance.

At the employee level, performance management entails defined goals, setting performance targets, and appropriately motivating employees to meet them (Campbell, 2012). Employees are anticipated to understand precisely what is expected out of their jobs, when there is a clear established performance expectation, which includes behaviour, actions, and results. Thus, it is argued that for the implementation of performance management to be effective, it must be based on objectives that are clear, goals that are measurable, and linked to reward system. These would motivate workers to act in the interests of the organisation of their own accord

(Campbell, 2012), thus making inefficient systems of organisational control unnecessary (Lee and Jimenez, 2011). Schmidt and Dolls (2009) argued that where goals are poorly defined this leads to the development of multiple goals which can cause employees to become confused and/or lose focus.

Clear and specific goals act as guidelines against which individual employees can measure their own performance and contextualize their work efforts (Wright, Moynihan and Pandey, 2012), and a clear articulation of organisation's mission and objectives can lead to creative stimulation among employees and stimulate productive reactions (Na-Nan, Chaiprasit and Pukkeeree, (2017); Kirkpatrick and Locke, 1996 as cited in Campbell, 2012).

This move is to encourage employees to be more autonomy in deciding the most excellent way to accomplish a task by basing performance criteria on the effective achievement of objectives rather conforming to established processes. By this empowerment, employees are likely to improve in their work processes with the confidence that they will be evaluated by their productivity rather than how well they have adhered the established standards. Given this, for high performance to emerge, there is need for a harmonious alignment between employees and organisations objectives for achievement of excellence in performance (Brudan, 2010). Something about seeking high performance must be personally beneficial to the individual employee, and not something desirable for the organisation. By this means, performance management is about developing processes of creating alignment and harmonization, more importantly, motivation (Blackman, 2017).

Grant (2008), established a study where motivation enforced the employee outcomes such as persistence, productivity and performance. Besides, motivated employees are found to be more self-driven and more autonomy-oriented than those who are less motivated (e.g. Ryan and Deci, 2000; Thomas, 2002, as cited in Grant, 2008), which suggests that they will take more responsibility when offered developmental opportunities. Also, motivated employees are also more engaged and involved with their jobs (e.g. Guay et al., 2000; Vansteenkiste et al., 2007); they may be more involved in the work of their colleagues, when compared with employees with low motivation. A simple explanation of motivation is the capability to change behaviour.

This study argues that the fundamental concept of effective performance management implementation lies in motivation theory, particularly, goal-setting theory (Latham and Locke, 1979); expectancy theory (Vroom, 1964); equity theory (Adam, 1963); and procedural justice

theory (Thibaut and Walker, 1975). All these theories have important implications for the design of performance management processes and are discussed below.

2.7.   Theories Underlying Performance Management Implementation

2.7.1. Goal-setting theory

Goal setting theory (GST) is one of the theories that have a significant impact on the concept of performance management as expounded and proposed by Edwin Locke in 1968. The prime axiom of this theory is that, specific, difficult and challenging goals lead to higher, better and more superior performance, as compared to no goals, easy goals or when people strive to simply "do their best", (Locke, 1966; Locke & Latham, 1990; Locke, et al 1981; Locke & Latham, 1984a; Latham 2004).

Goal specificity stimulates people to focus and prioritise, while goal difficulty forces people to exploit their knowledge and abilities to the maximum and motivate people to perform to their highest potential (Buchner 2007; Bandura & Cervone, 1983; Latham & Locke 2002; 2006).

This theory assumes that there is a direct relation between the definition of specific and measurable goals and performance: if managers know what they are aiming for, they are motivated to exert more effort, which increases performance (Verspoor, 2004; Locke and Latham, 2002). Challenging goals are usually implemented in terms of specific levels of output to be attained (Locke and Latham, 1990).

Review articles (Rodgers and Hunter, 1991; Locke and Latham, 2002) suggest a positive relationship between clear and measurable goals and performance. Mitchell and Daniels (2003) reported that more than a thousand studies had been conducted on the effects of goal-setting. It is not surprising, therefore, that Rynes (2007) reported that the positive effects of goal-setting were among the top five established findings in human resource management literature. More than 90% of the empirical studies have shown the positive effects of goal-setting on an employee's or a team's performance (Locke and Latham, 1990).

Several researchers have also experimented with the effects of goal-setting on performance outcomes. One meta-analysis discovered goal-setting increased performance with an average effect size of 0.75 standard deviations (Guzzo, *et al.,* 1985). The reason why goal-setting has a positive effect on performance is that a specific high goal affects choice, effort and persistence. In other words, a specific goal or target increases a person's focus on what is to be accomplished

as opposed to putting it off until a later date. Commitment to a specific high goal, also leads to persistence until the goal is achieved (Latham, *et al.,* 2008). Managers widely accept goal setting to improve and sustain performance (DuBrin, 2012).

It is well documented in the scholarly and practitioner literature that specific goals can boost motivation and performance by leading people to focus their attention on specific objectives ((Latham, 2004; Locke & Latham, 2002), increase their effort to achieve these objectives (Bandura & Cervone, 1983), persist in the face of setbacks (Latham & Locke, 1975), and develop new strategies to better deal with complex challenges to goal attainment (Wood & Locke, 1990).

Through motivational processes, challenging goals often lead to valuable rewards such as recognition, promotions, and/or increases in income from one's organisation (Latham & Locke, 2006). Working to attain valued goals relieves boredom by imbuing work with a greater sense of purpose. Even though setting high goals sets the bar higher to obtain self-satisfaction, attaining goals creates a heightened sense of efficacy (personal effectiveness), self-satisfaction, positive affect, and sense of well-being—especially when the goals conquered were considered challenging (Wiese & Freund, 2005).

Latham and Locke (2002) have pointed out four reasons why people are motivated by difficult goals:

1. Difficult goals direct attention to the task at hand and away from irrelevant distractions. Challenging goals capture people's attention and tend to help focus.
2. Difficult goals energise people because they must work harder to attain them
3. When goals are difficult, people persist in trying to attain them.
4. Difficult goals lead people to discover strategies that help them perform the job or task more effectively. If they must struggle for a way to solve a difficult problem, they often think of a better way to go about it.

For Latham and Locke (2002), goals, therefore, direct attention and action. Also, challenging goals mobilise energy, lead to higher effort, and increase persistent effort. Goals motivate people to develop strategies that will enable them to perform at the required goal levels. Finally, accomplishing the goal can lead to satisfaction and further motivation, or frustration and lower motivation if the goal is not accomplished.

2.7.2. Expectancy Theory

The Expectancy Theory devised by Victor Vroom in 1964, is also known as the valence, instrumentality and expectancy (VIE) theory. Expectancy theory argues that the length of a tendency to act in a certain way depends on the strength of an expectation that the act will be followed by a given outcome and on the attractiveness of that outcome to the individual. The theory explains that employees will modify their behaviours in the organisation due to what they expect the result of the selected behaviour to be or based on the anticipated satisfaction of the goal.

In addition, the theory says that in a work environment, employees will be motivated to exert a high level of effort when they believe that the effort will lead to organisational rewards, such as, bonuses, salary increases, or promotions; and that the rewards will satisfy the employees' personal goals.

The employees will adjust their behaviours in such a way, as to lead them to attain their goals. This theory underlies the concept of PM, as it is believed that performance is influenced by the expectations concerning future events (Salaman et al, 2005). Expectancy theory provides a general explanation of how employees improve their performance at their jobs, because of their expectations of a desired rating which lead to a reward or expected outcome. At the start of the performance management process, employees are assigned goals with the assurance of a reward if they meet all the goals. This creates an expectation in them and motivates them to achieve their goals as the PM is tied to a reward (Cardy and Leonard 2015).

This theory is based upon three aspects, valence, instrumentality and expectancy. 'Valence' refers to the emotional orientations people hold with respect to outcomes (rewards). It also means the depth of the needs of an employee for extrinsic reward (such as money, promotion, time-off, benefits, etc) or intrinsic (such as work satisfaction) reward. Management must discover what employees' values are. Expectancy suggests that employees have different expectations and levels of confidence about what they can do, and management must discover what resources, training or supervision employees need. Whereas, 'instrumentality' means the perception of employees as to whether they will get what they desire, even if it has been promised by a manager.

Management must ensure that promises of rewards are fulfilled and that employees are aware of that. Vroom suggested that an employee's beliefs about expectancy, instrumentality, and

valence interact psychologically to create a motivational force, such that, the employee acts in ways that bring pleasure and avoid pain.

Expectancy theory is generally supported by empirical evidence (Tien, 2000; Vansteenkiste, *et al.,* 2005) and is one of the most commonly used theories of motivation in the workplace (Mitchell and Biglan, 1971; Heneman and Schwab, 1972; Campbell and Pritchard, 1976). Below is a diagram showing the stages of expectancy theory.

Figure 2. Expectancy framework on performance improvement.
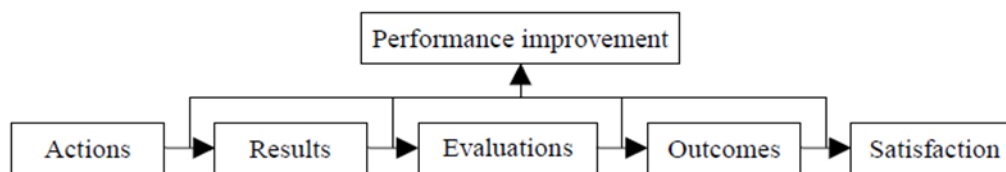
Source; Dewettinck and H. van Dijk (2009)

2.7.3.   Equity Theory

Equity theory of Adams (1963) as a social comparison theory takes a similar view to expectancy theory on the importance of the underlying cognitive processes, governing an individual's decision whether to put efforts into an activity or not (McKenna, 2000).

Employees make comparisons of the job inputs (efforts, experience, education, competence) and outcome (salary levels, raises, recognition) relative to those of others. If an employee believes his treatment is inequitable, compared to others, he or she will be motivated to do something about it; that is, to seek justice. If employees perceive the ratio to be equal to that of the relevant others with whom they compare themselves, a state of equity is said to exist, such that it is perceived as fair, and that justice prevails.

When the ratio is unequal, then tension is said to exist. If employees see themselves as under-rewarded, the tension creates anger; when we see themselves as over rewarded, the tension creates guilt. Based on equity theory, when employees perceive inequality, they can make one of six choices (Walster et al 1978; Greenberg 1989): change their input (exert less effort), change their outcomes, distort perception of self, distort perception of others, chose a different

referent, or leave the field (quit the job). The referent that an employee selects adds to the complexity of equity theory (Ronen, 1986).

2.7.4.   Procedural Justice Theory

Procedural justice theory involves the perceived fairness of the procedures used to make decisions about the distribution of outcomes (Thibaut and Walker, 1975; George and Jones, 1999). This theory is concerned with how performance levels are evaluated, how grievances or dispute are managed, and how outcomes are appropriated across employees. Just as in equity theory, in procedural justice, employees' views are crucial, employees' reactions to procedures depend on how they view the procedures rather than on what the procedures are.

The theory anticipates that employees are going to be more motivated to perform at their best once they perceive the procedures used to make decisions about the distribution of outcomes are fair, employees will be more motivated. For example, if they believed their performance was accurately assessed, or, if employees believe that their performance was not accurately assessed, either because the manager is not aware of their contributions to the organisation or because the manager allows personal feelings affect performance appraisals, they will not be strongly motivated to perform at their best. Procedural Justice Theory seeks to explain what causes employees to view procedures as fair or unfair and the consequence of these perceptions.

The above four theories significantly underpin the concept of performance management implementation. These theories are very much related to the motivational aspects of individual employees, which in turn relates to perceived increase in employee performance appraisal satisfaction and, basically, its effectiveness. Motivation has been defined as psychological process involving arousal, direction, intensity, and persistence of voluntary actions that are goal directed (Mitchell, 1997, p. 60).

Arousal is importantly the motivational process of being interested in a given goal, for instance, in the context of this research, a worker being interested in earning good ratings in appraisal, while direction is the process of actually selecting a goal and choosing to pursue it (in this scenario, the worker setting a goal to earn an excellent grade in his or her appraisal in a given year). Intensity pertains to the effort that an employee expends in the pursuance of the set goal; and persistence relates to how the employee strived in the pursuit of the set goal even in the face of challenges.

Maintaining employees' motivation is critical to an organisation's success, this determines whether the employees will contribute the inputs the organisation need to be successful.

The major challenge confronting supervisors/managers in terms of motivation is how to motivate employees to contribute inputs to their jobs and the organisation in general. Management wants employees to be motivated to contribute inputs, because inputs influence job performance and, particularly organisational performance. As indicated in the expectancy theory diagram above, the end products are outcome and satisfaction which is either extrinsic outcome, such as pay and security, or intrinsic outcome, such as feeling of accomplishment from a job well executed.

These four theories are complementary perspective and do not compete with one another, each of the theories address different issues about motivation in organisations.

As earlier mentioned, performance management concept has evolved over the past four decades as a strategic, integrated process which incorporates management, employees, goal-setting, performance appraisal and development into a unified and coherent framework with specific aim of aligning individual performance goals with the organisation's wider objectives (Dessler, 2008; Williams, 2002). A system-thinking focus and learning as a key driver in performance management implementation (Brudan, 2010). Against this background, the next section explains on the chosen framework for this study.

2.8.   Theoretical Framework

This study has been focused on the implementation of performance management and how to improve its effectiveness. Although, the goal of performance management implementation is to improve organisation's productivity. Brudan (2010, p. 6) model appears to be one of the comprehensive and integrated frameworks on performance management effectiveness. The model seems to be favoured by both academics and practitioners, hence, becomes the most relevant to this study.

Integrated performance management refers to an alignment of different components of performance management such as a strategic plan and a budget in an organisation (Verweire,

K. and Van Den Berghe, L., 2004: 9). The model is critical to improving the organisation's real-time analysis of performance and providing insights for decisions across the organisation.

According to Barett (2007: 7), integrated performance management demands that performance management initiatives should be linked to a budget of "financial forecasts" and strategic plans. It also involves exploitation of synergies between strategic planning, budgeting and performance reporting. According to Moodley, (2003, p. 28) it should be practised in a way that it "aligns the processes of performance management to the strategic planning processes of the organisation in a manner that ensures that plans that are derived from the corporate strategy, are in harmony with the work plans or "performance plans" (Moodley, 2003: 28). Below is the visual description of Brudan integrated model of performance management system.

Figure 3. Integrated Nature of the Performance Management System
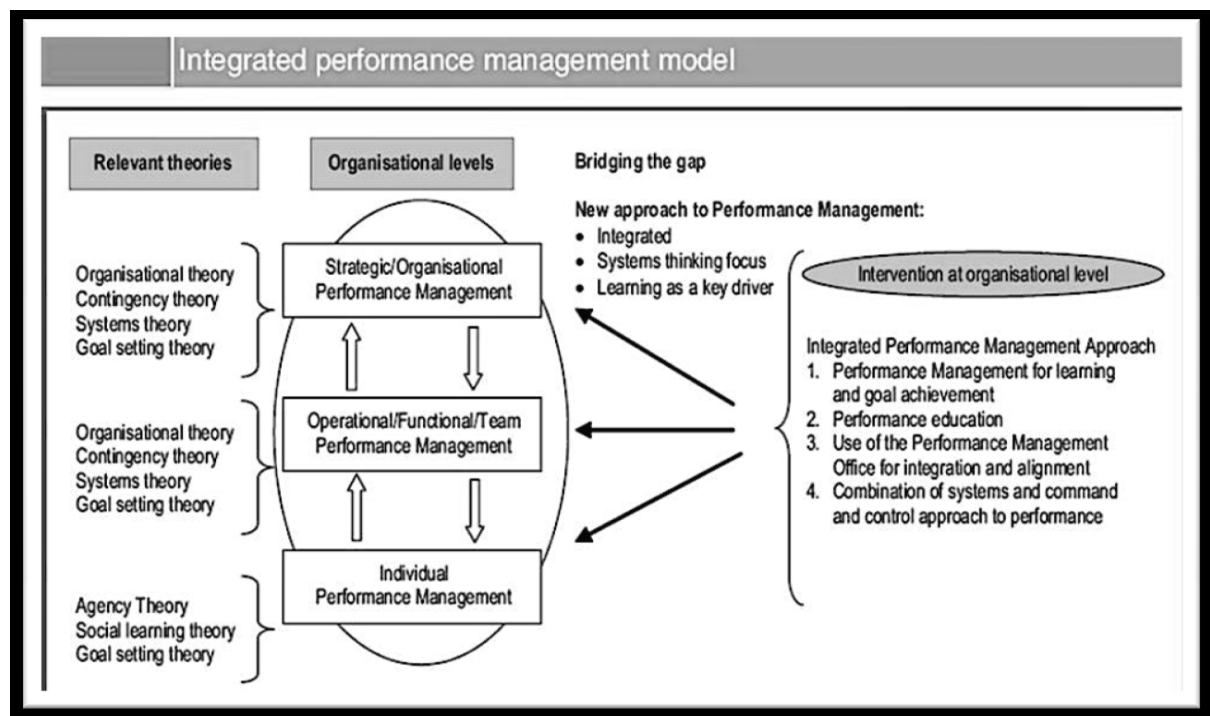
Source: Brudan (2010: 6).

This model strives to bring together all performance elements to have a unified operation for the best results. Therefore, integrated performance management is a combination of performance elements into a unified system (Stringer, 2007, p. 94). The model depicts relevant theories of performance management system and they are, the organisational theory, contingency theory, system theory, the goal-setting theory, agency theory and the social learning theory. The next section highlights more on these theories.

2.8.1. Organisational Theory

Organisational theory involves a holistic study of the organisation, their strategy, structure and the way they adjust to different situation that confronts them (McAuley, Duberly and Johnson, 2007, p. 66). These authors reasoned organisation theory to be rational, efficiency-oriented, and concerned with determinants of control strategy and distinguish between two types of performance evaluation control: behaviour-based and outcome-based.

The organisational theory compares ability and evaluation process. It compares ability to measure behaviour and outcomes; uses control as a measurement and evaluation process; reward is implicit; can reduce divergent preferences through social control; uses information as a purchasable commodity. Hence, performance management is one of the factors that affect the general performance of organisations. It is usually linked to a performance reward system; especially when financial incentives are tied to performance appraisal, which evaluates individual performance and improves the performance of organisations.

A key significance of organisational theory is organisational design. Organisational design is crucial, because the ability of individual employees to respond to various issues largely depends on the availability of organisations with distinctive capabilities. Organisation theorists are therefore interested in the dimension of organisational designs; their administration, capabilities (ability to innovate, learn and adapt), processes (decision making), and results; and how new organisational designs emerged and become established.

2.8.2. Contingency Theory

Contingency theory provides the foundation to integrate both human resource idea and the classical thought. It considers management decision contingent on the demands of the employees and adapts classical management to a more flexible and changeable environment. Most scholars today believe that there is no one best way to organize. What is significant is that there be a fit between the organisation's structure, its size, its technology, and the requirements of its environment. For Bacher (2005), contingency theory takes account of the circumstances in one situation at one point in time, thereby allowing multiple ways of doing things to fit different circumstances. Thus, contingency theory presently provides a major framework for organisational design (Donaldson, 2006, p. 19-40). The theory posits that organisations will be effective if managers fit characteristics of the organisation, such as its structure, with contingencies in their environment (Donaldson, 2001).

A central concept of this theory is the organisational effectiveness that results from fitting characteristics of the organisation (structure) to different contingencies, such as environment, organisational size and strategy. Generally, different account of contingence theory emphasises the importance of task characteristics, particularly task programmability (business rules) for the choice of control strategy (Bacher, 2005:4).

Contingency theory was a move away from the Universalist theories (Tosi and Slocum, 1984), which advocated that there was only one way to organize, meaning that the highest level of organisational performance could only be obtained from the maximum level of an organisational structural variable, such as formalization or specialization (Taylor, 1947; Brech, 1957). This theory argues, that organisational success does not mean adopting the maximum level but adopting the appropriate level of structural variables that depend on some level of the contingency variable (Donaldson, 2001).

2.8.3. Systems Theory

System theory is a subset of organisational theory which opposes reductionism (complex phenomenon such as, human behaviour) and promotes holism (intimate interconnection that cannot exist independently). According to Halsall, (2008, p. 29-30), rather than reducing an entity (e.g. organs or cells), systems theory focuses on the arrangement of and relations between the parts which connect them into a whole. This theory acknowledges complexity as an attribute of reality and focuses on synergy and the combination analysis and synthesis. It also acknowledges organisations as systems with relative boundaries, which make exchanges with the environment and must adapt to environmental changes to survive (Halsall, 2008: 187). They are open systems, which interact directly with the environment through inputs and outputs.

Performance management is viewed as part of a systems theory in an organisation. It means that employee performance is managed and developed through interrelated dynamics. The performance management system consists of systems of performance measurements (i.e. balanced score cards, activity-based costing, benchmarking, etc.) and monitoring the achievements of goals through key performance indicators (Willie, 2014: 111-121). The systems theory is characterised by five principles, namely, personal mastery, shared vision, mental models, team learning and employee identification. These principles are employee oriented, meaning that each is determined and shaped by employee performance, motivation and behaviour, thus making the performance management system more effective.

2.8.4. Goal-Setting Theory

Edwin Locke, the advocate of this theory, argues that goal-setting theory is a compelling force that motivates individual employees. The value of goal setting is well recognised that the entire management system, such as management-by-Objectives have goal setting basics incorporated within them (Locke, 2004, p. 19). Goal setting is broadly accepted among the most valid useful motivational theories in industrial and organisational psychology, such as human resource management, and organisational behaviour (Locke, 2004' p. 19). Hence, most organisations learn to set SMART goals, by setting a goal that is specific, measurable, attainable and relevant, and time-bound. To motivate, goals must have five principles: clarity, challenge, commitment, feedback and task complexity (Locke, 1968: 157-189). All these five principles help make goals in an organisation to be SMART, which denotes that they are specific, measurable, attainable, realistic and time-bound.

Goals can be defined as "the object or aim of an action" (Latham & Locke, 2013, p. 4). Lunenburg, (2011) defined a goal simply as what the individual is consciously trying to accomplish. Goal setting is an important aspect of performance planning which forms the foundation of a PM process (Andrews, 1971; Ansoff, 1965; Grant & King, 1982; Hofer & Schendel, 1978; Lorange & Vancil, 1977; Murray, 1979; Steiner, 1969; and others). In organisations, employees are motivated to channel their focus in achieving goal. Goals have both internal and external impact on individual employees. Internally, goals are desired ends of achievement, while externally, goal refer individual employee to a condition being sought, such as promotion and performance level (Lockes and Latham, 2006). Personal empirical observations in organisational context highlights that the goals of individuals, teams and entity can be in conflict, goal conflict can motivate incompatible actions, and this has the potential to impact performance. Thus, alignment between individual and group goals is important for maximising performance.

Performance has been shown to be higher when goals are higher, when individual employee is committed to achieving a goal, and when they possess the require ability and knowledge to achieving that goal (Lockes and Latham, 2006). According to Locke, et al (1988) to improve performance, help to ensure individual employees are committed to their goals.

When assigning easy goals to employees, commitment to accomplishing those goals is not usually a problem. However, for difficult goals, getting employees to commit to goal attainment can be problematic. Higher performance levels usually result when people are committed to

reaching specific, difficult goals, compared with when people are not committed to goal attainment. Higher levels of commitment can be reached when an individual believes that reaching the goal is both important and attainable, or at least believes that progress toward reaching the goal is possible (Latham et al., 2008; Latham & Locke, 2013; Rainey & Jung, 2015).

However, according to London et al. (2004), goal setting is likely to be more effective when people participating in setting goals than when goals are assigned to them. High performance increase has been found when people set goals for themselves, as far as, the purpose for having a goal was carefully explained by managers or supervisors to them. Likewise, when goals are assigned to employees by a manager, then performance expectations emerge that can focus employee performance on attaining the assigned goal.

Goal setting results in the highest performance levels when employees are given feedback about how well they have performed (Locke, 1967). For some tasks, performance levels are self-evident, such as, when an employee has been assigned to mow a lawn. However, for other tasks, employees might not be able to determine on their own how well they are performing, so it is helpful to periodically inform people about their progress toward their goals. The importance of feedback in PM cannot be over-emphasised as it provides opportunities to recognise achievements and indicate areas for improvements (Armstrong and Baron 2005);

2.8.5. Agency Theory

Agency theory is the concept of Adolf Augustus Berle and Gardiner Coit Means, these authors emphasise on the issues of the agent and principal as early as 1932. They explored the concepts of agency and their applications in the development of large corporations and describe the relationship between the principal and agent. The principal, delegates work to the other, called the agent. In essence, an agent or agency is hired by one or more person(s) called the principal(s), under a contract and is compensated by the principal to achieve desired outcomes for the principal. Because the agent is acting on behalf of the principal, the principal gives away some decision-making authority to the agent.

This happens because of the separation of ownership and control, when the owner of the company or the board of directors (the 'principles') must employ managers ('agents') to run the business and need to monitor their performance to ensure they act in the owner's interest. Alchian and Demsetz (1972) argue that monitoring the performance of individual work effort

is always a cost of any firm and that organisational inefficiency are created when the flow of information on individual performance is decreased or blocked. This can happen if there are large teams, unsupervised professionals who act autonomously.

The principal-agent relationships should reflect efficient organisation of information and risk-bearing costs. But this is not the case, the theory essentially acknowledged that different parties involved in a given situation, with the same given goal will have different motivations, and these can manifest in various ways. It states that there will always be partial goal conflict among parties; efficiency is inseparable from effectiveness; and information will always be somewhat asymmetric between principal and agent (Omari et al., 2014: 1460). This links the agency theory to organisational theory, studying whole organisations, how they adapt, and the strategies and structures that guide them. Eisenhardt (1985) regards both agency and organisational theory to be rational, information based, efficiency oriented, concerned with determinants of control strategy and distinguishing between two types of performance evaluation control: behaviour based, and outcome based.

2.8.6. Social Learning Theory

The social learning theory proposed by Albert Bandura has become perhaps the most influential theory of learning and development (Bandura, 1971: 2). While rooted in many of the basic concepts of traditional learning theory, the author observed that direct reinforcement could not account for all types of learning (Bandura, 1971: 9). The theory added a social element, arguing that people can learn new information and behaviours by watching other people. Known as observational learning (or modelling), this type of learning can be used to explain a wide variety of behaviours.

With regards to performance management system, this study argued that organisations and institutions in their respective context adopt performance management models applicable to them. Nations globally, learn from one another to develop, as in the case of performance management system. Organisations adopts certain theories, models or types of performance management systems that had a success history in other organisations or countries, hence the theory of social learning stands.

Management's use of social learning theory at the organisational level, creates a cultural management opportunity of communication and demonstration aimed at groups of employees and the entire organisation that is not contingent on interpersonal skills or one-to-one

management. To effect widespread change in perceptions and behaviour in the organisation and improve organisational performance, management should use a broad communication style evidenced by management interpretations of events and actions and by conspicuous symbolic acts (Armstrong and Murlis 1994).

A holistic view to performance management is desirable as it will facilitate better results for organisations and act as a stimulant for the formation of stand-alone discipline that will in turn expedite advances in academic research (Brudan, 2009). On this premise, a highlight of the organisational levels gives a better understanding of this concept. These levels are divided into three: (i) strategic, this is the highest level to assess organisational performance and success, basically focusing on strategy and results. (ii) Operational and (iii) individual performance (Brudan, 2010, p. 6). Integration between these three levels is crucial as this is where organisational information passes; thus, communication is enhanced, and the performance management system becomes effective.

The following paragraphs discusses the organisational levels of the integrated performance management framework, then proceeds to the elements shaping performance management implementation.

2.8.7. Strategic Level

At the strategic level, performance management deals with the achievement of the overall organisational objectives. This is referred to by experts as corporate, business, organisation performance management, this being the topmost and most integrated level of utilization of performance management standard in organisations. At this stage, there are questions that the performance management implementation aims to answer, which are: (i) is the strategy being implemented attempt to achieve the organisational objectives? (ii) Is the organisation delivering the expected outcomes?

Strategic management is a major driver of performance management. The major processes related to performance management systems, are strategy formulation and implementation. According to de Waal, (2007), a method called the strategic performance management development cycle was alleged to increase the chance of successful implementation. This development cycle consists of three stages, which are: to design a strategic management model, design a strategic reporting model, and design a performance-driven behavioural model.

2.8.8. Operational Level

The operational level of performance management is connected to operational management, and it focuses on the achievement of operational objectives. However, align with organisational strategy, the focus here is more functional/strategic. The questions being asked here are, how are the operational activities supporting the organisational strategy? Is every department or units meeting the targets? Are activities and projects efficient enough or is optimisation necessary?

The development of operational performance management is connected to the transformation of accounting and management in history. The fact is that, operational performance was evaluated in terms of efficiency and effectiveness. The easiest way to do this is by using financial indicators, provided by the accounting function in organisations.

In addition, as internal and external operating environments becomes more intricate, organisation looks beyond the financial indicators to nonfinancial indicators of performance. This made the links with operation management and other aspects of the general management discipline.

2.8.9. Individual Level

Individual level is the traditional level at which performance management is used in organisations, looking at the performance of individual employee in an organisation setting. This is the level with the longest evolution in history, as it mirrors the level of organisation maturity (Brudan, 2009). In this level, performance management is depicted by a unified and planned system for continuously boosting the performance of the employees. It entails defining work goals and standards, reviewing performance, and maximising learning and development. Thus, the major questions at this level are: how is individual employee performing? What can be done to improve individual employee's performance?

Communication and integration between, strategy, operations and individual levels of organisational performance plays critical role in the implementation process. Management does perceive performance management as an integrated discipline used at various organisational levels, but as a subcomponent of strategic, operational and human resource management respectively. (Brudan, 2010). An integrated approach, connecting all levels of performance management becomes a necessity for both research and practice to facilitate the understanding and usage of performance management systems.

This model helps to understand the levers of an organisation and the need for their integration and balance (Brudan, 2010). In addition, it has the potential to help individuals and organisations to better understand and align organisational, operational and individual levels and create a complete, holistic framework of performance that outlines the relationship between organisational and individual performance (Brudan, 2010).

Performance management is viewed as a means of getting better results from an organisation, teams and individuals within an agreed framework of planned goals, objectives and standards. Hence, performance management implementation and best practices involves an integrated performance management system, as various organisational levels compete for manager's attention and organisational resources (Verweire and Van Den Berghe, 2004; Armstrong and Murlis, 1994).

Individual employee(s) in any department has a common goal of increasing the performance of the organisation, but, they differ on how to deal with this common goal. Brudan (2010) integrated model of performance management has the potential to help individual employee and organisations to better understand and align the different levels and create a complete, holistic picture of performance that outlines the relationship between organisational and individual employee performance (Mansor and Tayib, 2013). Although grouping organisational performance management levels in an integrated model has implication not only for the theory, but also in practice. Hence, the office of strategic management is promoted in literature as a central point of coordination of the strategic control processes in organisations (Kaplan and Norton, 2001). However, if operational and individual performance processes are not brought under the control of such entity, an integrated approach is difficult to actualise.

This integrated model is constantly being used in the performance management literature, however, as is the case with several management theories. This can somewhat be attributed to the fact that performance management processes manifest themselves in many ways. It implies that contributions to performance management come from several other angles, such as, operations management, human resource management, strategy, management accounting and control. Performance management will only achieve success when it is integrated (Fryer et al. 2009)

Existing literature recognises the critical role played by integrated performance management model and defines integrated as strategically aligned (Verweire and Van Den Berghe, 2004). This implies that the whole of performance management processes and activities should be connected to the organisation's strategy. The model focuses its attention on those important activities that, if well implemented, will lead the organisation to a competitive advantage and long-term development. Hence, strategy underpins every performance management system. This seems apparent; however, practice shows that this is not usually the case. In several organisations, the formulation and implementation of strategy are two distinct activities. Nevertheless, attaining integration between the long-term strategy and operational performance, integration between performance management at the strategic, operational and individual levels are crucial. Thus, strategy has to be made operational.

A considerable number of experts see alignment as easy process, and argues, it is much more beneficial if the distinctive components of performance management are aligned. Integrated performance management is not only about focus, but also about alignment. Firstly, have clear strategic priorities; secondly, decipher these priorities into appropriate measures; thirdly, incorporate and integrate them into current management processes, such as strategic planning, compensation and reward.

Practice shows that implementing these basic rules by most business organisations is more challenging and usually necessitates a completely different attitude from management and employees. That is why many performance management schemes become change affecting the whole organisation (Verweire and Van Den Berghe, 2004).

In conclusion, strategic, operational and individual performance management can be successfully integrated in a systems perspective, where organisational performance development is the major driver. System thinking promotes a holistic approach to managing organisational performance. A system view focuses on integrating all components of the organisation and mapping the relationship between them in attaining successful performance management implementation. (Brudan, 2010).

2.9.   Elements Shaping Performance Management Implementation

Globally, business organisations are constantly under pressure to improve, transform and become accountable to their shareholders. One way to achieving this aim is by introducing integrated performance management systems. Although, the implementation of these systems requires change, and the success of this changes depends on different elements, such as, change management, strategic plan, organisational culture and leadership; Training; performance reward and recognition; flexibility and simplicity; feedback; shared knowledge of vision, mission, objectives and employee's commitment, monitory, reviewing and evaluation; and key stakeholders' involvement and commitment. Some of these elements are more elaborated below.

2.9.1.   Change Management

Change is the only constant thing in this world, just like seasons, life and people changes too (Rao 2004). Change could be big or small, it could be very quick or slow moving, planned or unplanned, controlled or uncontrolled from implementation of a new system. Change in an organisation can be imported by internal forces, such as, innovative technology, new strategy; workers attitudes and behaviours, as well as, external forces, such as, economic, competitive, technological, political, legal and social environments.

Developing and implementing the new performance management system is central to organisational intervention and change strategy. It necessitates modifications in other management activities and practices. The effects of these changes can incite opposition against implementation of the system. Leadership, management and employee's commitment are critical to the development, implementation and general success of the performance management system. It should be managed as a major change programme that requires committed resourcing and leadership support (Armstrong and Baron, 1998).

According to Van Tonder, (2004), organisations need to identify and analyse their self-concept, this is, what they think about themselves, and analyse how other stakeholders view them (Bacal, 2007). Other attributes of successful organisational change involve having a clear change structure (Carnall, 2007), clear overviews of the goals and directions of the change processes and the roles people will play (Hale, 2004). It is important to be open to hearing resentments, willingness to communicate and managing expectations (Ainsworth, Smith and Miller, 2002).

Management must devise a sense of urgency in their organisations, build teams that can lead the change processes, frequently communicate the need for change and then empower people to carry out the needed change (Amanto, 2009; Stensgaard, 2007). Weak management during the change process can lead to dysfunctional organisations (Stacey, 2003).

2.9.2. Communication

Communication is defined as an "exchange of information and understanding between two or more persons and groups" (Omachonu and Ross, 2004, p.28), and "the transfer of a message (information, idea, emotion, intent, feelings, or something else) that is both received and understood" (Goetsch and Davis, 1997, p. 307). Communication is crucial to the effective implementation of performance management, including any organisational change (DiFonzo and Bordia, 1998; Lewis and Seibold, 1998; Schweiger and Denisi, 1991) and a major factor in any organisational success (Roberts & O'Reilly, 1974; Snyder & Morris, 1984).

To ease any misconception, and to ensure that the benefits and implementation of performance management systems are clearly understood, organisations should communicate effectively to ensure all employees are aware of and become part of the implementation process (Dressler, 2004). Implementing the new system, such as, performance management, introduces change in the organisational culture, and this is a case for organisational change. To implement performance management system effectively, this organisational change should be handled properly by enlightening employees and communicating the change, and by participation and involvement of employees in the process. Pulakos (2009) stated that performance management is about how organisations communicate expectation and drive the behaviour of employees to achieve important goals.

Existing research recognises the critical role played by some organisations and how they failed to achieve results. Blunt and Jones (1992) observed, many organisational change efforts were unsuccessful because their impacts on the human sub-system were not well handled or managed. But management should make the change as easy as possible for their employees, offer incentives and influence to support and cooperate in the change process to carry out the strategy and meets performance objectives (Kotter and Schlesinger, 1979). According to Elliot (2011) communication plays a vital role in almost all spheres of an organisation, stating further that lack of effective communication may lead to, misunderstandings, lack of information, decrease in employees' performance, and decrease in company's turnover. As an all-encompassing element, the performance management system should include all employees to

ensure ownership of the system and improve commitment of employees to facilitate the implementation process. Mutual Knowledge of Organisation's Vision, Mission, Objectives and Employee Commitment is crucial. Besides, commitment of employees will improve organisational competency thereby minimizing incompetence and unproductiveness.

Management are required to ensure that there is a mutual understanding of vision, mission, objectives, and values of the organisation. Likewise, the performance management system gains the necessary commitment from all employees, which will determine the extent of its success (De Bruijn, 2002).

2.9.3. Key Stakeholders Participation and Engagement

An effective performance management implementation depends on the level of the key stakeholders' involvement (de Waal, 2007). In this era of competitive environment, organisations can no more choose whether they want to engage with stakeholders or not, the only decision they need to take is when and how successfully to engage. Stakeholders' engagement is presumed on the idea that those key individuals or groups who can affect or affect by the achievements of the organisations purpose should be allowed to participate in decision-making that affects them. If these key stakeholders are not actively sought out in today's competitive market environment, ultimately, soon they may demand to be consulted.

Evidence has shown that situations emanates when organisations do not actively engage but are compelled to do so by the demands of the market environment because of a crisis situation. In response, organisations employ crisis management approaches, and are frequently compelled into a defensive discourse with stakeholders, resulting to a symbolic and long-lasting loss of reputation. This kind of interrelation is usually antagonistic and damaging of trust (Freeman, 1984). The procedure for engagement should be logical, realistic and sound.

Sound engagement arises when organisations recognise the changes in the business environment and how they relate to organisation performance, decides to build relations with stakeholders as a measure to manage the effect of those changes, such as the ones generated as a result of global recession. Organisation can choose to minimise risk by the involvement of stakeholder's management or exploit these new trends to identify and establish new opportunities using sound/meaningful stakeholder engagement, this is characterised by a willingness to be open to change.

2.9.4. Positioning of the Strategic Plan with Management System

The alignment of strategic plan with management system is an assertion of the overall aims and objectives of an organisation, and a business plan which is the map of how to achieve these goals. Performance management system links the organisation and individual by developing a purposeful result-oriented direction, which sets organisational objectives and individual objectives (Johnson and Scholes, 1997). Strategic implementation involves converting the strategic plan into actions and satisfactory outcomes. Successful strategy implementation is whether actual performance matches the targets indicated in the strategic plan (Thompson and Strickland 1995).

Executing the strategy necessitates understanding what organisational conditions are required, that is, implementers must create conducive work environment and conditions to facilitate performance and make the strategic plan practical. This process involves creating a link between strategy and organisation's skills, competencies, internal support systems, policy, the reward structure and organisational structure. Therefore, the stronger the connection, the more powerful strategy implementation and more feasible targeted performance can be achieved. Implementing a strategy is a task for the whole management team, while the general employees are participants (Thompson and Strickland, 1995).

Although, the study of Dessler (2008) argues that the implementation of strategic plan involves several things, amongst, which is strategic fit between the strategy and organisational functional activities, influencing the organisation's core competencies and senior management commitment are needed to implement the plan. The author argues that the quality of leadership will basically determine whether the strategy succeeds or not.

In addition, the implementation of performance management requires the pairing of organisational structure to strategy that involves reengineering work process, to curtail disintegration and barriers across departments. The creation of work teams, cross functional work teams, and use of computers, to facilitate fast access to information (Thompson and Stickland, 1995). Implementing policies and processes, establishing support systems that allow employees to execute their strategic duties successfully, attaching rewards and incentives to the achievement of performance objectives, creating a strategy-support work environment, organisational culture and commitment of management to drive the implementation forward are all crucial elements.

2.9.5. Organisational Culture

Organisational culture is a very important element to consider when implementing performance management in an organisation. Organisational culture refers to a set of shared values, beliefs, and norms that influence the way employees think, feel, and behave in the workplace (Schein, 2011). Hofstede (1991) observed four terms related to culture –symbols, heroes, rituals, and values- as manifestations for culture. Azhar (2003), defines organisational culture as a set of important assumptions -often unstated- that members of an organisation share. There are two major assumptions in common; beliefs and values. Beliefs are assumptions about reality and are derived from and reinforced by experience. Values are assumptions about ideas that are desirable and worth striving for. When beliefs and values are shared in an organisation, they create a corporate culture.

According to Blunt and Jones (1992), culture management involve influencing behaviour, attitudes and beliefs through process. Changing of attitudes involves individual perspective, if, they accept that their attitudes need to be changed. The challenge for managers is that employees will not change their attitudes simply because they are told to do so. Employees can only be helped through a counselling approach to understand certain changes to their behaviour could be beneficial not only to the organisation, but also, to themselves (Armstrong, 1996)

Extensive research has shown that business strategy must be culture driven. Culture- which is earned through learning, forms an organisation's behavioural boundary that could affect the degree of strategy implementation. This calls for properly identifying the cultural features and employee behaviour that would facilitate the achievement of the strategy. Kotter (2012), argues that employees of an organisation with a strong culture will follow its values with little questioning. A weaker culture provides only broad guidelines to its members (DuBrin, 2012). This notwithstanding, the culture of an organisation could equally help shape its strategy. For instance, an organisation with an open, resourceful and flexible culture is more likely to follow this approach when developing its business strategies.

The study of Carter, et al. (2011) shows the importance of leadership and performance. The scholars argued that effective change in a firm's culture comes from competent, powerful and committed leaders. The performance management system needs to be driven by the strategy and leadership of an organisation without which the system will be fruitless. In this manner, leaders and management must do more than simply articulate the need for effective performance appraisal; they must be role models of effective performance management

behaviour which is the crucial element in their providing leadership with respect to the performance management implementation.

The managers are obliged to think organisation wide and sacrifice the culture they learned while climbing the ladder in favour of the organisation. It is from this process they will be required to have managerial style that fits the necessity of the organisation. Furthermore, mangers use strong culture to steady employee through a set of managerially sanctioned values. They set the route and establish a culture, which helps them to maintain it (Armstrong, 1996).

Conclusively, managers should have good knowledge of the culture of the organisation, recognise the appropriate culture that supports the new system and be committed to be involved by playing a vital role practicing the required behaviour, develop it in their employees and install the value system of the organisation.

2.9.6. Training/Learning Organisation

Training is concerned with organisational activity aimed at improving the performance of Individuals and groups in organisational settings (Vinesh 2014). It involves transferring of information and knowledge to employees (Silva 1997), and it is one of the vital human resource management practice, which positively affects the quality of the worker's knowledge, skills and capability and helps to bridge performance gap, thus resulting in higher employee performance on the job (Swart et al., (2005; Guest 1997; Mamoria, 1995).

Several studies such as (Cheng et al 2007; De Waal & Counet, 2008; Lawler, 2014) reveals, that training is critical to successful performance management implementation, and beneficial for improving organisational performance (Nonaka &Takeuchi, 1995; Boselie et al, 2001; Huemann, 2010; Zakaria, 2013). Scott, Clothier and Spriegel (1977) argue that training is the crux of better organisational management, as it makes employees more efficient and effective.

To keep the system potent performance management systems requires training and growth. An organisation that embedded training in its culture will truly excel and uncover how to tap employees' commitment and ability to learn at all organisational levels. According to Barth & Beer (2018), when managers are untrained or unskilled in interpersonal relations and communications, this adversely affects the PM process.

Studies of Flynn et al., (1995); Kaynak, (2003); Heras, (2006) suggested how important it is for organisations to give its employees training in achieving the overall goals of the organisation. They argued, trained employees perform well as compared to untrained employees, thereby,

continually expanding its capacity to create its future (Partlow, 1996; Tihanyi et al., 2000; Boudreau et al., 2001). Heras, (2006) argues that organisations that will positively excel in the future will be the organisations that recognise how to tap employees' commitment and capacity to learn at all levels of the organisation.

Pulakos, (2009), highlighted how performance management reveals the need to identify ineffective performers for training and development programmes or other personnel actions. Similarly, Cheng et al (2007) stated the importance of training to the success of PM implementation and highlighted inadequate training and support as barriers to the successful implementation of performance management.

This study argues, if management or leadership of an organisation understands that training and developing their employees is critical to performance success, they would find a way of doing it so productively, and the sustainability of the organisations will be established.

2.9.7. Rewards and Recognition

There is a growing body of literature that recognises rewards and recognition as a motivating factor in attaining organisational objectives. According to Zhou et al (2009), reward is the compensation which an employee receives from an organisation in exchange for the service offered or as the return for work done. It is a core function of Human Resource Management (Barber & Bretz 2000; Martocchio, 2014; Milkovich et al., 2014) and is an important aspect of PM implementation (Pulakos 2009; Torrington et al. 2008; Aguinis 2009; Atkinson & Shaw 2006; Bhattarchayya 2011). It is also crucial for the success of any organisation (Maund, 2001; Sarin and Mahajan, 2001; Edward and Christopher, 2006; Lee and Wong, 2006; Yang, 2008).

Barber and Bretz (2000) asserts that reward management systems have a major impact on organisations' capability to catch, retain and motivate high potential employees, and as a result, attain the high levels of performance. Fay and Thompson (2001) argues, reward is one of the major elements in PM to motivate employees for contributing their best to improve the organisational performance both financially and non-financially. Similarly, Armstrong (2006), has further mentioned that reward would enhance motivation, commitment, increase job engagement and develop discretionary behaviour.

Practicing perks packages serves to prevent turnover, increase loyalty and engagement, to build sustainable competitive advantages (Dessler, 2008). Employees require recognition of their achievements to maintain their motivation and innovation. A considerable number of

motivational studies emphasised more on intrinsic motivation, rather the extrinsic motivation (McCormick and Tifflin (1979). Intrinsic rewards stem from rewards that are inherent in the job itself, which the individual enjoys as a result of successfully completing the task or attaining his goals. While extrinsic rewards are those that are external to the task of the job, such as pay, work condition, fringe benefits, security, promotion, contract of service, the work environment and conditions of work.

According to Torrington & Hall (2006), reward programmes should be properly designed in the organisation to reinforce positive behaviour which leads to good performance. Since work groups are part of the larger organisational system, employees' behaviour will be influenced by how organisation evaluates performance and what behaviours are rewarded. In other words, to set-up a reward system, that is credible and sustainable, it is expedient to avoid any risk or serious challenge to the performance procedure, which may be subject to resistance (Robbins, 1996).

2.9.8.   Transparency and Fairness

The performance management system should be flexible to meet different circumstances of the organisation, and must be accepted by all employees, as an integral part of good management and work place practice, transparent, and operate fairly and equitably (Armstrong and Baron, 2002). The scheme should operate flexibly to include core competencies which are the common attributes, type, level and quality of skills and behaviours that employees are expected to exhibit so that the organisation can meet its objectives.

2.9.9.   Monitoring, Reviewing and Evaluation

To ensure its success, performance management system requires continuous review, and actions should be taken as necessary to improve the system. Monitoring of performance should be undertaken by using a set of statistics focusing on appraisal outcomes and comparing them across job levels, organisations and by fact, such as, gender and age to ensure fairness in the use of the system.

It is essential that there is one focal point of responsibility for the overall system. Ideally, central implementers that can oversee the system monitor and review implementation and lead further developments. Implementers will mostly require system audits to ensure that the detailed elements are mentioned, such as, performance pay implications. Performance pay is a way of managing pay by linking salary progression to an assessment of individual performance,

usually measured against pre-agreed objectives. This factsheet explores the rationale for linking pay and performance, as well as, the potential problems around implementing performance pay schemes across departments (CIPD, 2018).

2.10. Performance Measurement- An essential part of Performance Management

Performance management measurement is embedded within the performance management, which Bourne et al (2003) viewed as a key business process central to the future wellbeing and prosperity of organisations. Several authors interchangeably use both performance management and performance measurement, because performance measurement is a sub-process of performance management system (Fryer et al. 2009; Lemieux-Charles et al. 2003). It focuses on the identification, tracking and communication of performance results using performance indicators. It also deals with the evaluation results, while performance management deals with acting based on the results of the evaluation and ensuring that target results are achieved (Brudan, 2010: 28).

Performance measurement system is also explained as the information system that enables the PM process to function effectively and efficiently. Suwit, Jack and Chris (2013: 143), are of the view that performance measurement systems have evolved to create a means to plan, implement, and steer strategy to provide and sustain long-term competitive advantage by attaining and maintaining strategic alignment. New innovative frameworks and models are developed with a goal of gaining superior performance by using performance measurement to align all components of an organisation toward its goals. This means that performance measurement represents the process of adopting measures and performance indicators, such as outcomes, productivity, output, efficiency amongst others (Sole, 2009).

Measures allow managers to do far more than simply check progress, and the behavioural consequences of measures are frequently discussed (Brudan, 2010: 32). Performance management measures quantitatively tell us something important about organisational products, services and the processes that produce them. They are tools to help understand, manage and improve the performance of the organisation.

Although, several issues have been raised of how performance management system should be designed to capture important information for improved performance. These arguments are motivated and reinforced by opinions about relative strengths of using quantitative indicators against qualitative measures (Taylor, 2007; Boyne, 2002, p. 29). Thus, the advantage of using only quantitative indicators to improve the effectiveness of organisation has been questioned

by some proponents who claimed that concentrating more on quantitative indicators at the expense of qualitative measures could undermine other equally essential goals (Jarrar and Schiuma, 2007). The authors argued, using quantitative indicators alone may focus on short-term objectives to the neglect of long-term organisational goals (Jarrar and Schiuma, 2007).

Following the above discussion two major themes have emerged in the literature on performance management and performance measurement. The first theme indicates that both performance measurement and performance management cannot be separated from activities and processes related to organisational goals, definite objectives and standards of performance. This supports the use of performance indicators in performance management system (Greiling, 2006), and the second theme indicates that a good definition of performance should involve behavioural, technical, and procedural elements of measuring performance management system.

To have a clear understanding of performance management and performance measurement, a search in the literature reveals a Chartered Institute of Personnel and Development (CIPD) 2004 survey to be very useful (Armstrong and Baron, 2005). The CIPD survey covered 506 participants from both public and private sectors (31% from public sector; 40% from private sector service; 24% from private sector manufacturing).

The Key data emerging from the survey were as follows: 87% operated a formal performance management process; 62% used objective-setting; 31% used competence assessment; 59% gave an overall rating for performance; 79% linked individual and organisational objectives; 31% had performance-related pay; 75% agreed that performance management motivates individuals; 95% believed performance management would only succeed if it integrated the goals of individuals with those of organisation; 96% believed performance management should be about motivating individuals; 94% believed performance management is an essential tool in management of organisational culture; and 84% believed that quantifiable measures of performance are essential to successful performance management.

Regarding the criteria used to measure individual performance, respondents rated 'achievement of objectives' (94%), competence (93%), and productivity (83%) and, aligning personal objectives with organisational goals (77%) as either 'very important' or 'important' measurement criteria.

The question now is what does the outcome of this survey implied? The result indicates the significance of having objective and quantifiable measures of employee performance and the need for the performance measurement to be tied in with rewards and competency measures. Also, it is important for performance management to be used as a tool in managing and integrating organisational culture within the organisations.

Since performance measurement is inherently a crucial part of performance management system, it is expected that performance indicators would focus on issues that improves the accomplishment of organisational and employees' aspirations. This will however need routine recording, analysis and utilization of performance information (Fryer, et al. 2009). At the same time, the process of measuring performance has technical, behavioural and procedural aspects that must put into consideration by management since they must take ultimate responsibility for the performance of their organisations. Thus, understanding the rationale for assessing performance and how performance information is collected and analysed are essential for the effectiveness of performance management system. The study of Behn, (2003, p. 588) highlighted some basic reasons for measuring performance, see table below.

Table 1: Some of the rationale for measuring performance

Purpose	Questions for managers
Evaluate	How well is the organisation performing?
Control	How can I ensure that my subordinates are doing the right thing
Budget	On what programs, employee, or projects should the organisation spend shareholders money
Motivate	How can I motivate line managers, partners, stakeholders to do things necessary to improve performance
Promote	How can I convince Directors and shareholders that the organisation is progressing
Celebrate	What accomplishments are worthy of the important organisational ritual of celebrating success
Learn	Why are somethings working and not working
Improve	What exactly should be done differently to improve performance

It is argued, from the table above, management attempt to increase performance at all organisational levels, should be, by systematically improving internal organisational processes, and being transparent and accountable to all stakeholders. This is where the integrated

performance management model has the potential to assist individuals and organisations to better understand and align organisational, operational, and individual levels. Thereby creating a complete, holistic picture of performance that outlines the relationship between organisational and individual performance. Thus, performance management is viewed as a means of getting better results from an organisation, teams and individuals within an agreed framework of planned goals, objectives and standards.

2.11. Performance Management Implementation process: why perfect implementation is unrealistic in practice.

The implementation of performance management process begins with a person who understands the performance management system as an approach that can be used to meet a desire or resolve issue. The notion may arise from the organisation where the need originates or arising from the person presenting the new approach, or a different person entirely who has both noticed the problem and has knowledge of the approach. Afterwards, the idea is presented, and a decision is taken, usually on a high hierarchy within the organisation (Torrington et al 2008; Bhattacharyya 2011). Followed by planning, preparation and implementation of the exercise required to achieve the desired change (Armstrong 2015; Barth & Beer 2018; Atkinson &Shaw 2006; Cardy & Leonard 2015.

Once the new approach has been integrated both from organisational and practical point of view, it is then evaluated, and every necessary internal modification are made (Barth & Beer 2018; Cooper 2008; Pulakos 2009; Aguinis 2009; Khan and Ukpere 2014; Clause & Briscoe 2008; Kehinde 2012).

The outcome of an implementation process is determined by the interaction between those who want to introduce the new strategy, the expected users of the strategy, the strategy itself and the prevailing circumstances during the implementation period. Some evidence suggests various factors that seem to play a role in whether the implementation of a new strategy is successful or not in the long-run. Distinctive factors possibly interact with one another, how this happens has yet to be explained (Grimshaw et al, 2010). Channelling energy into all the elements of implementation is rarely possible, due to lack of resources. Oftentimes, the new strategies most organisations planned to implement often do not fulfil the most necessities, that there is a specific need and that the proposed approach is the right one in the context in achieving the desired results.

Contrary to the expectation that managing organisational performance would automatically yield desired results, some studies have shown the opposite with scholars claiming that 70% of the implementation of performance management often fails (McCunn 1998). Failure can be

categorised based on organisational context, processes and content of managing performance systems (Bourne et al. 2002). There are however several cross-cutting reasons accounting for the failure of implementation. For example, shortcomings in the design of performance management system, such as, failing to specify performance goals due to multiple and conflicting objectives could also be contextual in nature (Heinrich 2002). Similarly, contextual factors such as organisational climate and cultural values, as well as, general political and economic conditions may affect the implementation of performance management systems in both private and public sector organisations.

Furthermore, high costs and the inability of performance indicators to capture unquantifiable phenomenon that are essential to organisational performance could adversely affect the impact of the implementation (Thiel and Leeuw 2002). Also, the level of leadership support for PMS can have serious implications for its smooth implementation (Meekings, 1995).

On the down side of implementing performance management, Radnor (2008) cautions against overemphasis on performance targets by arguing that employees obsessed with meeting performance targets tend to manipulate performance information, resulting in cheating and gaming of performance management systems. Thus, an effective PMS should be resistant to such perverse behaviour to restore credibility and guarantee the achievement of organisational goals.

According to Armstrong (2009), implementation of a performance management system is influenced by institutional factors, such as an organisation's structures, processes, and resources that enable an organisation to perform its tasks; and behavioural factors such as organisational culture and employees' behaviour. Radnor and McGuire (2004) recommended that if organisations are truly going to use performance management in an interactive way, then they need to embrace on a behavioural rather than just operational level. Bromwich (1990) anticipated this view by arguing that performance means both behaviours and results because behaviours emanate from the performer. Conceivably, behaviours, results and impact are inseparable and interdependent variables. They are all important in performance management system.

Numerous other studies have attempted to explain the barriers and challenges of the implementation of performance management, to Ekpe et al. (2013), some of the problems affecting performance management implementation include: less reliability and validity of the performance appraisal technique and absence of inter-rater reliability. The authors argued that

some ratings are purely based on guesswork, and most parts of the appraisal are based on subjectivity rather than objectivity because of the lack of inappropriate measurement.

Similarly, Rooyen (2010) argued that lack of measurement is a major challenge in the PM implementation process. Cavalluzo and Ittner, (2004) highlighted inappropriate measurement and lack of credibility as a challenge to the PM implementation process. Avis (2009) pointed out that a challenge with the PM process is the difficulty encountered in selecting appropriate performance metrics to be used as determinants of management remuneration. Other variables that may influence performance system effectiveness include the type of performance standards employed (Bernardin & Beatty, 1984; Landy & Farr, 1983; Latham & Wexley, 1981; Roberts, 1990), the frequency of evaluation (Bernardin & Beatty, 1984).

While the study of Armstrong and Baron (1998) argued, that performance is affected by a considerable factor, all of which should be taken into account when managing, measuring, modifying and rewarding performance. These factors are:

i. Personal: - the individual's skill, confidence, motivation and commitment

ii. Leadership: - the quality of encouragement, guidance and support provided by the managers and team leaders

iii. Team: - the quality of support provided by colleagues

iv. System: - the system of work and facilities provided by the organisation

v. Contextual (situational) factors (internal and external environmental pressures and changes).

However, recent study conducted by de Waal (2013, p. 326) highlighted several barriers encountered during the implementation and use of performance management. Barriers were collected from the literature and put into a survey for 30 well recognised experts in performance management from eight countries. From the experts' perspective, the ranking of the barriers created on the frequency, impact and solvability of the listed barriers. A high barrier ranking shows that the barrier can create major difficulties for the organisation. The following are some of the interesting barriers discovered and described.

i. Organisational culture or cultural issues

Lack of organisational culture is perceived as one of the barriers. If an organisation does not have a culture that always focuses on achieving results and regular improvement, the

performance management system will not be utilised adequately by the organisation members in achieving better performance.

ii. Lack of Senior/top management commitment and support

Lack of or limited support/commitment from senior/top management for the implementation and use of performance management affects other organisation members. They will give less or no priority to working with the new system. Management team must promulgate the importance of the system.

iii. Low priority or Neglected after change management

If previous management that supported performance management system is replaced by new management that does not feel the need for the system, the use of performance management system will deteriorate, or the system will completely be extinct.

iv. Failure to recognise the full benefit of performance management implementation

There will be strong inclination to discontinue with the system, if management do not see a better result after the implementation of performance management system.

v. Adopting the wrong management style

The use of performance management system should not be for setting scores and penalizing employees for poor results as most management does, rather, it should be used for coaching and continuous improvement. If not, employees will take a dislike to the system, which to their views, they supply the information used against them. This will result in manipulation of the data in the performance management system, and even sabotage.

vi. Employees Resistance

The implementation of performance management brings employees performance to limelight, and this can cause employees to resist the new system because they feel threatened.

vii. Unclear Goals, Objectives and Standards

Lack of clear goals, objectives and standards makes performance management implementation irrelevant to the organisation. This will lead to decline in the use of performance management system.

 viii. Lack of expertise in design and implementation

If the performance management system is not regularly updated alongside the changing circumstance- this is with relevant key performance indicators that measure and track the present organisational strategy and responsibility areas of organisation members- it loses its relevance for organisation members because it does not give them the right performance information to act on. This will subsequently lead to the abandonment of the system.

ix. Absence of Rewards and Recognition

If there is no or insufficient linkage between the performance management system, evaluation and reward system, organisation members will not be evaluated on and rewarded for working with the new performance indicators. This leads to organisation members working on other issues than performance management, while regarding the system as not very important.

x. Insufficient Resources

Resources, in form of human, financial, and non-financial are all necessary requirements for the successful implementation of performance management. Oftentimes, organisations that want to start the implementation of a performance management system have the lack of sufficient resources- budget, and capacity (people), resulting in delay, or deferment of the process. Thus, introducing performance management necessitates a considerable amount of attention and effort from the management and employees.

xi. Lack of and Insufficient Training

There is lack of knowledge and skills about the performance management system. If the organisations lack the understanding and skills required to carry out performance management system, for example, because managers and employees have been insufficiently trained in working with the system, performance management system will either not be used, or will not be adequately used.

xii. Employee Support

For the successful implementation of performance management, organisation members need to think positively of the new performance management system. A positive attitude is obtained when employees understand and accept the need for such system.

Table 2: Summary of some of the critical factors influencing successful PM implementation

No	Implementation Challenges	Source
1	Lack of and Insufficient Training	Ohemeng, 2009; de Waal, 2007
	Lack of or limited support/commitment from senior/top management	Ohemeng, 2009; de Waal & Counet, 2008; de Waal, 2007; Horine & Hailey, 1995; Kaplan, 2001
2	Unclear goal, objectives and Standards	Kaplan, 2001; Van Meter and Van Horn, 1975; Bourne et al., 2003; Appiah-Adu and Aning 2012
3	Employee resistance to change	Bourne et al., 2000
4	Resources (In form of human, financial, and non-financial Resources)	Van Meter and Van Horn, 1975; Hewlett & Ramesh, 2003; Shun et al., 2006; Khan, Ishaq, Nawaz & Hussain, 2013
5	Definition of strategy, mission and vision Processes and procedures	Kaplan, 2001; Khan, Ishaq, Nawaz & Hussain, 2013; Guthrie, Humphrey, Jones, & Olson, 2005;
6	Lack of expertise in design and implementation	Mendonca & Kanungo, 1996; de Waal, 2007
7	Absence of Rewards and Recognition	Ohemeng, 2009; de Waal, 2007
8	Employee engagement and involvement	
9	Organisational culture or cultural Issues	Ohemeng, 2009; Torres, 2004; Horine & Hailey, 1995
10	Employee support	Ohemeng and Owusu, 2011; Ohemeng, 2009
11	Adopting the wrong management style	Bourne et al, 2003

Source: Adebola Ogunbadejo, 2019

Existing literature recognises that performance management system cannot be implemented casually and should not be underrated. It involves continuous attention, commitment and strength from management to keep focusing on performance management in order to keep it alive in the organisation (Bourne et al, 2003). If improvement activities in the area of performance management are not guided by the support of performance driven behaviour,

which involves management being role model by continuously addressing performance management, organisation will have a difficult time achieving their potential.

Thus, this study argued that performance information that is produced out of an integrated performance management framework could be used at both employee and organisational levels to promote transparency and to further boost performance as indicated by Brudan (2010, p. 6) integrated performance management model.

2.12. Best-fit performance management systems of Best-practice

The study of de Waal, (2006) shows the importance of the use of PM to improve, sustain or revise organisational performance. Although, difficulties in using PM to create important and up-to-date information for control and planning purposes have prompted some proponents to advocate for the adoption of best practice of managing organisational performance (Tangen, 2005). It is assumed that organisations can become aware of its problems, by aiming at highly preferred standards, targets and benchmarks. Thereby, learning from them, and set on the path to better performance (de Bruijn, 2002).

The idea of performance management best-practice is based on the notion that certain universal principles in developed countries can be mirrored by developing nations. This notion has been greatly criticised in economic policy reforms under structural adjustments in Africa, particularly in Nigeria where ill-conceived policies have failed tremendously.

The attributes of a best-practice performance management system are numerous. For example, some authors have argued that performance must be assessed in ways that is easily understood by those whose performance is being evaluated (Crawford and Cox, 1990). While others are of the notion that performance measures should be developed from strategic objectives of organisations to ensure that employees' tasks are consistent with organisational goals (Brudan, 2010). A performance management system that conforms to best-practices at the organisational level is expected to provide up-to-date, relevant, and accurate information with feedback mechanisms, and consist of both financial and non-financial measures (Kaplan and Norton, 1992), express specific, measurable, achievable, realistic and time bound performance indicators, as well as, target short and long-term outcomes (Brudan, 2010; Tangen, 2004).

In this way, performance management system would not only provide relevant information, but would also support strategic, calculated and operational objectives (Tangen, 2005). Proponents of best-practice performance management system are frequently motivated by the experiences

of others and may strive to benchmark their performance against other competing organisations or professional standards. While performance benchmarking could enable organisations to creatively stand on its feet and works towards greater heights, benchmarking may deteriorate into inappropriate copying particularly when a best-practice is simply emigrated from another organisation (de Bruijn, 2002, p. 24).

A review of the literature has shown that regardless of perfection in design, the adoption and implementation of performance management system is not a remedy for organisational effectiveness if not integrated with other motivational elements (Halachmi, 2005). Notwithstanding that managing organisation through performance measures has been on the increase in the developed economies, the studies of Mbeledogu (2013), Abdel Azeez et al. (2005) revealed a great dearth in knowledge of performance management implementation in the developing nations, particularly, Nigeria. For example, the authors observed that a comprehensive and holistic implementation of PM in developing countries is scarce. Cheng et al (2007), also stated that the study of PM and its implementation is currently under-researched. Bourne et al. (2003), argues that a structured discussion about the problems and challenges of PM seems to be missing in the literature.

On this premise, performance management systems in Nigeria, although limited, have focused more on target setting and performance appraisal system (Ayida Reform, 2008), little attention has been paid to the effective implementation of performance management, and employees' perception. The impact of this phenomenon in the developing countries, particularly, the Nigerian oil and gas industry is far less, researched. There is an amazing dearth of analytical and empirical study on this strategic shift. As a result, there is need to bridge this research gap, which is the key focus of this study. There is a shift from the reactive performance appraisals to proactive performance management to increase outcome and improve organisational performance (Nayab, 2011).

2.13. The Concept of Performance Management in Nigeria

Several studies in Nigeria present performance management in the light of Performance Appraisal (PA), Annual Performance Evaluation Report (APER), Performance Review (PR) and Training. Mbeledogu (2013), stated that the closest Nigeria has been to performance management in the public sector is to practice performance appraisal, which is conducted

through a uniform appraisal form. This form is administered to all public sector employees annually, at two levels- Junior Staff and Senior Staff. Not surprising, Atakpa et al. (2013) condemned the appraisal system and termed it as a mere ritual, often carried out by the superior officers, which did not represent an objective assessment of the subordinate officers.

Similarly, Kolawole et al (2013), noted, that the practice of performance appraisal was conducted with gross bias, stating further, that PA was not always done scientifically to benefit all employees and the organisation at large. This practice affects the morale of the employees negatively and demotivate them from putting in their total commitment in their specialised work in order to attain organisational goals. Along the same line of thought, Ekpe et al (2013) stated that, one of the Human Resource Management problems which engulfed the public sector in Nigeria, was the absence of an effective performance appraisal system and employee's satisfaction. This resulted to counterproductive, and repulsive to accountability, efficiency, effectiveness, and speed of operation in the management of public enterprise (Udoji Public Commission, 1974).

In a performance appraisal process, employee attitude to the system is strongly linked to satisfaction with the system. According to Boswell and Boudreau (2000), perceptions of fairness of the system are an important aspect that contributes to its effectiveness. Understanding employee attitudes about the performance appraisal system in organisations is important, as they can determine its effectiveness (McDowell and Fletcher, 2004). If the performance appraisal is seen and believed to be biased, irrelevant and political, that may be a source of dissatisfaction with the system. Thus, employee reaction to the appraisal system is a critical aspect of the acceptance and effectiveness of the system. Huge dissatisfaction and perceptions of unfairness and inequality in the ratings may lead to the failure of the concept (Cardy and Dobbins, 1994).

The study of Banjoko (1982), observed that the issue of effective performance appraisal process is arguably unrecognised or accorded less importance in the Nigerian institutions/organisation, as compared to the much emphasis given to selection, and wages. Banjoko emphasised that performance appraisal was viewed and conducted solely in terms of its evaluative aspect, thereby overlooking its use for facilitating learning, growth and development in employees through training, coaching, counselling and feedback of appraisal information. This suggests that organisations are putting the cart before the horse and are in turn stifling genuine individual and organisational growth.

The Civil Service Reform (1988) and the Ayida Reform (2008) prompted the introduction of target setting and performance appraisal system in both private and public sectors, which were based on "objective assessment, subject to measurable job performance and demonstration of professional competence with effective rewards and sanctions". These reforms yielded positive results, according to Oshode, et al. (2014), after examining the impact of performance appraisal on employees' productivity in the Nigerian banking sector, the author observed that a very strong and positive relationship existed between performance appraisal and employee productivity. The study found that effective management of performance appraisal (PA) system would guarantee good employee productivity. Also, the study identified that for Nigerian banks to achieve high performance from their employees, adequate attention should be paid to the performance appraisal system.

However, recent development suggests that the reason for the failure of most of the public sector in Nigeria is not because of its public or government ownership status, but rather, it is the failure to implement a comprehensive performance management system. In support of this argument, the study of Idemobi and Onyeizugbe (2011), emphasised that the absence of a comprehensive performance management system will contribute to high rate of business failures. These scholars' postulates, that the adoption of performance management would make public business in Nigeria effective, efficient and sustainable. According to Ayayinka and Emmanuel (2013), the PM system impacts on an employee's commitment to the organisational set goals.

They stated that there was a positive relationship between employee's participation in the designing of an organisation's PM system and employee's commitment to the organisational set goals. The authors recommended among other things that employees should be carried along in designing the PM system and this should be clear, objective and easy to understand, which still reflects the integrated performance management model adopted as framework for this study.

Arguably, Nigeria is not alone in this failure to implement comprehensive performance management, this is a phenomenon peculiar to most of the developing nations. A considerable number of studies revealed a great dearth in knowledge of performance management implementation in the developing nations. As earlier explained, the study of Abdel Aziz et al., (2005), observed that a comprehensive and holistic implementation of PM in developing countries is scarce. Cheng et al (2007), also stated that the study of PM and its implementation

is currently under-researched. Bourne et al. (2003), argues that a structured discussion about the problems and challenges of PM seems to be missing in the literature.

Furthermore, the existence of limited literature on PM elements and challenges in developing nations, also justifies the need for further studies, as pointed out by De Waal & Counet (2009). These authors argued, that more research into these areas would increase the chance for a successful PM implementation. Hence, the concept of PM implementation, its elements and influences call for more research. These considerable gaps in literature needs to be filled. Since it has been proven in the history of developed economies, performance management if well implemented has been thought of as a key driver to employees' efficiency and organisational productivity (Brown, et al., 2019; Schleicher, et al. 2018; Adler, DeNisi and Murphy, 2017; Armstrong, 2015; Aguinis, 2013; Baird, Schoch and Chen, 2012; Moynihan and Pandey, 2010; Pulakos, Brudan, 2009; De Waal, 2007). Thus, it is expedient to understand this best practice, and possibly come-up with a framework and make recommendations when necessary.

Performance management is a relatively new concept for developing nations (Anand et al., 2005; Creelman and Makhijani, 2005; Pandey, 2005). Before now, Performance Appraisal (PA) was very popular for many years before the introduction of PM, and it has been far more researched. Performance appraisal is still currently a major aspect of PM (DeNisi and Murphy, 2017; DeNisi & Kluger, 2000; Bacal, 2004; Fletcher, 2004; Longo 2011; Cascio and Aguinis, 2008: Gudyanga, Shumba, and Wadesango, 2014). Likewise, scholars have also largely focused on Performance measurement, rather than PM (Budworth and Mann, 2011). A refocus and greater awareness of the importance of effective PM implementation is expedient for the developing nations, Nigeria. This concept covers both the measurement and management of employees, as well as, including the appraisal of employees in its all-encompassing process.

2.14. Performance Appraisal

As argued earlier, when discussing the integrated nature of the performance management system, the integral parts of the performance management system should be in place to ensure effective and successful implementation of the programme. It was noted that effective performance appraisal process and strong human resource management systems are prerequisites for any effective performance management.

Studies have shown that most performance appraisal systems do not link employee objectives and performance to organisational strategy, plans, objectives and performance (Schleicher, et

al. (2018, p. 2211; Levy et al, 2017). The main reason for this is that, most performance appraisals tend to focus on employees past performance, and not linking this to the organisation's strategy and objectives. Because of this disconnect between the performance appraisal systems and organisational strategies and objectives, employees' efforts do not achieve the desired performance results. Institutions rarely review their institutional objectives and strategies with all employees (Cederblom and Pemerl, 2002).

Performance appraisal systems are also rendered ineffective by their conflicting purposes. Most institutions use them for purposes of providing performance feedback and development, as well as, for determining pay and promotion. In cases where the performance appraisal system is used for paying and promotion, performance appraisal discussions tend to focus almost exclusively on the overall performance rating neglecting the development and improvement purposes of the system (Cederblom and Pemerl, 2002: 132; Lawler III, 1994: 17).

2.14.1. Performance Appraisal Rating Errors

Much research has been conducted into the problem of the errors encountered during the process of carrying out the performance appraisal systems. The different errors occur in the performance appraisal systems when criteria and incentives associated with rating accuracy are not clearly specified during the rating process. These errors affect all stages of the appraisal process particularly at the final stage after the rating has been actually recorded (Esfahai et al 2014; Lunenburg 2012; Bersin, 2008; Jackson & Schuler 2006; Levy and Williams 2004; Tziner &Kopelman, 2002; Roberts, 2003; Roch & Sulivan 2003; Rao 2004; Gurbuz & Dikmenli 2007). Some of the common errors are: Halo and Horn, Recency, Leniency, and many more.

An explication of the concept of employee perception is important because the reaction of employees toward appraisals, especially employees' perceptions of justice and employees' satisfaction with appraisals, is a critical element in the measurement and evaluation of the effectiveness and efficiency of performance appraisal systems.

A review into employees' experiences and perceptions of performance management and appraisal system is important because PA and PM systems are the key determinants of an organization's long-term success or failure. If employees are unhappy with the performance management system or perceive it to be unfair, there is the likelihood that they may be unwilling

to take part in the process because they do not see any value in the performance management process.

While pay is an important motivator along with recognition, work enjoyment, and self-motivation, very few organizations link the PA system to pay or compensation in any clear, tangible way. Recent studies identified the importance of participation in appraisal process as an antecedent of ratees' work motivation (Mann, 2002; cited in Levy and Williams, 2004, p. 888). Participation is simply essential to any fair and ethical appraisal system (Robert, 2003). On this note, the next section discusses employee's performance appraisal satisfaction.

2.14.2. Performance Appraisal Satisfaction

Evidence has shown that appraisal reactions play a crucial role in the development of favourable job and organisational attitudes and improve motivation to boost performance (Lawler, 1994). The satisfaction of performance appraisal system has been the most frequently studied of all appraisal reactions (Decramer et al. 2013; Keeping and Levy, 2000). For the fact that performance appraisal has many beneficial uses to the organisation, there seems to be a negative thinking and considerable dissatisfaction with the appraisal systems from both management and employees (Khoury and Analoui, 2004; Fletcher, 1993).

Some frequently cited concerns for the failure of performance appraisal system are, lack of employee involvement and participation in the process, particularly in establishing their job targets, which may turn out to be ambiguous and unreal. It could also due to weak or lack of communications, and lack of training between managers and employees (Lucas, 1994). Hence, considerable numbers of performance appraisal fail because of lack of managing the system efficiently or lack of senior management support (Khoury and Analoui, 2004). For example, evidence from the surveys conducted in both private and public organisations in the United States through the years indicated a relative lack of satisfaction with the effectiveness of performance appraisal system. The study of Bricker, (1992) shows that only 20 per cent of US organisations were very satisfied with their performance review process. Another survey carried out by Wyatt Company of 900 companies' shows that only 10 per cent of companies indicated satisfaction with the employee evaluation program (Small Business Report, 1993).

Furthermore, a global survey conducted in 1997 by the society of human resource management indicated that only 5 per cent of the respondents were very satisfied with their organisation's

performance appraisal system, while 42 per cent were dissatisfied to a great extent (barrier, 1998).

Now, the question is, why the term satisfaction so significant in performance appraisal system? This reason is because of a crucial link that exist between satisfaction with the appraisal system and appraisal effectiveness (Dobbins, et al. 1990). Considering that appraisals are designed to help organisations maintain, motivate and develop their employees (Mount, 1983), there could be lack of confidence that these outcomes would be achieved if organisation's members are dissatisfied with the process. If the employees do not perceive the system as being unfair, they will be less likely to use performance evaluations as feedback to improve their performance (Ilgen, et al. 1979).

 In relation to satisfaction with performance ratings, higher ratings usually elicit positive reactions to the appraisal, and are related to satisfaction with the appraisal system (Kacmar, et al. 1993, Jordan and Jordan, 1993). Employees are more likely to be satisfied with higher ratings than lower ratings, since the level of performance ratings is a crucial characteristic of the feedback message and forms the basis for many important administrative decisions (Kluger and DeNisi, 1996; Murphy and Cleveland, 1995).

Employee's attitude to performance appraisal process is strongly linked to satisfaction. Boswell and Boudreau (2000) observed that perceptions of fairness of the process are essential elements that contribute to its effectiveness. Understanding employee attitudes about the performance appraisal process in organisations is very crucial, as employees can dictate its effectiveness (McDowell and Fletcher, 2004). If the performance appraisal is perceived to be biased, inappropriate and political, that may be a source of dissatisfaction with the system. Hence, employee attitude to the appraisal process is an essential aspect of the acceptance and effectiveness of the system. A great level of dissatisfaction and perceptions of unfairness and inequality in the ratings may lead to the failure of the system (Cardy and Dobbins, 1994).

Furthermore, inadequate satisfaction with appraisal processes could possibly leads to employee turnover, reduced motivation and feelings of injustice. Obviously, it would be more challenging to link performance with rewards if the employees experienced dissatisfaction with the appraisal system. As a matter of fact, the work of Lawler, (1967), implies that employee impression of an appraisal system may ultimately be as crucial as its psychometric validity and

reliability. Studies have shown that satisfaction with the appraisal system has an impact on determinants such as, organisational commitment, motivation and productivity (Cawley, et al., 1998). An appraisal system may be designed to motivate employees and stimulate their continuous effort towards their organisational objectives. However, unless the employees are satisfied with and support the system, the process will ultimately be fruitless (Mohnman and Lawler, 1983).

On this background, some of the employees of the Nigerian oil and gas industry are not satisfied with the performance management implementation. This is because, not all the employees are appraised. The industry operates two-tier employment relations, a process whereby few employees are on direct employment relationship with the oil companies (permanent employees) and a privileged to be formally appraised. While on the other hand, majority of the labour force are in a triangular employment relation, known as contract employees, supplied by third-party labour contractors. These categories of workers are outside the purview of performance management, due to their casualization status.

2.15. Casualization in Nigeria

Casualization of employment relations has become an integral part of the Nigerian oil and Gas industry in the past 15years (Danesi 2012). Danesi alleged that contract staff in the past, were hired directly by the oil MNCs in Nigeria, however, current dispensation has seen this category of employees outsourced to labour and service contractors, who according to the employers and management claimed it is a strategy not necessarily to cut costs, but to help them focus on their core areas such as, exploration and marketing. Although, this line of argument has been criticised by several authors who see the growth of casual labour as means to workers exploitation (Danesi, 2010; Kalleberg 2000; Adewunmi, 2008; Oya, 2008; Okafor, 2010). According to Fapohunda (2012),

Casualization in Nigeria can be traced to the introduction of the Structural Adjustment Programme (SAP), and its conditions in 1986 (Fapohunda, 2012; Okafor; 2005). According to these authors, the IMF and the world bank loans also contributed to the economy being in a slump which led to many factories shutting down and the difficulty of many organisations to compete in the globalised economy led to retrenched workers engaging themselves in trivial jobs as a means of survival.

This practice continued and has gained popularity since then. Some Organisations have been reported to have up to 60-90% of their workforce as casual and contract employees (Animashaun, 2007). The issue of casualization is not only peculiar to Nigeria alone or other developing countries; it is also applicable to developed countries. The major difference is that the individual's decision to engage in this kind of employment in the developed countries is driven by choice, while that of developing countries is driven by compulsion. In some indigenous industries in Nigeria, it is possible to achieve a situation whereby virtually all the employees are either casual or contract staff. This category of staff can either have administrative skills or professional skills. (Adenugba, 2003).

A report by CDWRN (2010) in Nigeria estimated the number of casual workers employed through contractors to be 45% of the entire workforce. Some of the permanent jobs in which casual workers have been employed include admin and clerical jobs, computer services, plan operation, rig drilling operations, maintenance services, transportation, flow station operations, flow station guards, deck-hands, forklift operators, typist and firemen (Okafor, 2007).

According to Danesi (2012), some of the reasons given by employers who have adopted the contract labour otherwise known as casualization in Nigeria as a dominant form of employment include: It helps in managing seasonal variation in demand while minimising employment cost, temporal replacement of employees on maternity leave or vacation, amongst others. Finally, employment and termination/dismissal of casual labour is borne by agency, so this saves the employer the cost and responsibility. According to Baglioni, (1980), flexibility has become employers' new frontier in the management of labour. The concept of casualization is now very common in many establishments in Nigeria, whether local or multinational, private or public industry and cuts across all sector including the power sector, educational sector, banking sector, telecommunication sector, oil and gas sector and so on (Okougbo, 2004; Okafor, 2007; Aduba, 2012).

According to Okougbo (2004); Okafor (2007; 2010), some of the challenges experienced by contract staffs include low wages, lack of job security, denial of performance management process, and many more. Fapounda (2012), stated that more employees in permanent employment are losing their jobs and being re-employed as or replaced by casual or contract employees. Kalejaiye (2014) states that the problems of casual workers have been made worse due to the massive level of unemployment in most African countries especially Nigeria.

2.16. Casualization and the Nigerian Labour law

The absence of clarity in the Nigerian Labour Laws regarding legal categorisation of workers is the reason why casualization is still thriving in the country (Danesi 2002). There is only one category of worker defined in the Labour Act and that is a 'worker'.

The Act defines a worker to mean:

"Any person who has entered into or works under a contract with an employer, whether the contract is for manual labour or clerical work or is expressed or implied or oral or written, and whether it is a contract of service or a contract personally to execute any work or labour."

The above definition does not recognise contract workers, this is because the current labour Act was enacted in 1971 when casualization was not yet in existence and unfortunately, this legislation has since not been reviewed to address the current reality on ground. In addition, this definition is narrow in the sense that it is obvious that it is not every employee at common law that is a worker under the Act. Thus, for part 1 of the Act to apply to an employee under the common law he or she must fall within the definition of the term worker.

The consequences of this however, is that the casual worker does not fall within the purview of the protection and rights available to permanent employees covered by the Labour Act. This form of work arrangement is therefore characterised by instability, lack of benefits and lack of right to organise and collective bargaining.

However, most of the casual and contract workers are highly skilled and usually perform the same task with permanent employees but get lower remuneration and poor terms and conditions of employment generally and are denied the right to organise and benefit from collective agreements. This is contrary to section 17(3)(e) of the Nigerian Constitution which states that

"the State shall direct its policy towards ensuring that-there is equal pay for equal work without discrimination on account of sex, or on any other ground whatsoever"

and section 40 which states that,

"Every person shall be entitled to assemble freely and associate with other persons, and in particular he may form or belong to any political party, trade union or an y other association for the protection of his interests."

There are several cases in some organisations in Nigeria where workers have worked for between six and ten years as casual or contract workers without being given permanent status. To get around the law in the past, some employers were regularly in the habit of laying off their employees every three months and asking them to re-apply for re-engagement. But since the advent of the democratically elected government in Nigeria in 1999, employers engage workers as casual and contract workers with impunity without records of their employment.

Okafor, (2007), in his work have argued that the casual or contract worker employed directly by organisations ought to be called employees even if some of them have a short-term employment. However, majority of them have become what is termed 'permanent casuals. They work for many years in the same company but are not granted full employee status, and rights. They are usually regarded as temporary workers despite their continuous employment for upward of 5 to 10 years. The casual and contract employees do not enjoy the benefits associated with permanent status, benefits like medical care, promotion, pension, leave with pay and many other benefits.

Okpara (1987) argues in her paper that the Oil and Gas Industry has put in place a "dual system of recruitment which confers permanent employment status on one category of labour and contract employment status on another category of labour." In her view this is a divisionary measure to strip labour of its bargaining power to weaken it and stop it from improving their terms and conditions of employment. Awe (2001) urged policy makers to make legislations to protect these workers from exploitation by their employers. He also noted that many union officials were dismissed for agitating for better terms and conditions of employment for contract workers, as well as agitating for their right to organise and to collective bargaining. It should be noted that despite the trade unions campaigns against casualization, there has been no case prosecuted in the law courts. In addition, workers in this form of employment are employed for years as temporary employees and are dismissed without notice no matter how long they have been in employment.

Danesi (2002) recommends that Government's policy on casualisation must be harmonised and explicit as opposed to the current situation. For instance, the various types of employment contracts must be expressly defined as well as the rights and benefits that should accrue to these contracts. The policy on casualisation must be seen to work such as, the regulatory authorities must ensure that employers obey the law and any breach must be addressed, also workers' rights

must be protected especially in the right to organise and remedies against unfair labour practices.

Finally, Danesi encourages more research on the issue of casualisation and that emerging debates should be properly articulated in the form of concepts and philosophies taking into view current practices, trends and impact on the contract of employment and the impact of globalisation on the labour market and international labour standards.

2.17. Perceptions of Temporary/Contract Employee and its Implications on PM.

2.17.1. Job Security and Performance of Contract Staff

When employees perceive that their jobs are not secured, it affects their performance and productivity on the job. Anwar M.S et al (2011) claim that there is a direct relationship between job security and employee performance; stating that contract employment has far less attraction as compared to permanent employment, because contract employees do not enjoy the opportunities that the permanent employees enjoy, and these in turn affects their performance.

Similarly, Martı́n (2000); Dı́az-Mayans and Sa´nchez (2004), stated that the average productivity of temporary workers is lower than that of permanent ones due to the negative effect over the worker's effort caused by expectation of non-renewal of contract. They added that temporary contracts can have a positive effect on effort if workers perceive that the rehiring probability depends on past performance. This motivates them to put in more effort to enhance their chances of contract renewal. According to Gallagher & McLean Parks (2001), commitment and performance may also be compromised towards the end of a contract as temporary workers face the prospect of leaving the organisation and begin a process of disengagement, during which they refocus energies towards job search behaviour. Additionally, at such disengagement periods, workers are less likely to be included in discussions regarding future work-events, which has been found to reduce perceived insider status, thereby altering their commitments and performance (Lapalme et al, 2009).

Likewise, a worker's expectation of being offered an extended contract may be reciprocated with favourable in-role performance and organisational commitment, to balance the efforts and rewards of the underlying social exchange (Blau, 1964). The temporary worker who expects a contract extension also no longer needs to exert energies in exploring alternative work

arrangements elsewhere, which may justify the findings that job performance is superior when workers expect to stay with an organisation for longer (Pearce & Randel, 2004).

According to Spector, (1997), greater employment stability comes to the worker when there is an indication from the employing organisation that they wish to retain a temporary worker's skills, and this can lead to enhance job satisfaction. However, scholars like Moorman and Harland (2002) and Van Dyne and Ang, (1998) argue that involuntary temporary workers exhibit a high level of performance because they are highly motivated to gain permanent employment, and the motivation drives them towards increased performance.

Redman and Wilkinson, (2009) also stated that there is a possibility of resentment among full timers at having to work alongside short-term staff, which they might perceive as a threat to their security of employment.

2.17.2. Training of Contract Staff

According to Dı́az-Mayans and Sa´nchez (2003), if the contract renewal rate is low, firms and workers may be less inclined to invest in specific human capital, which implies that workers with temporary contracts will tend to receive less training and this will affect their productivity.

Similarly, Roca-Puig, Beltran-Martin & Cipres, (2012), stressed that employers might not see a reason to invest in training of the temporary workers since they do not have expectations of a long-term relationship. As a result, the temporary workers risk being caught in an employment relationship where they have fewer possibilities for training and development.

Likewise, Liden, Kraimer, Sparrowe & Wayne, (2003) stated that if the employee with career development motives does not perceive some HR practices such as training, information sharing, employee participation, coaching, feedback, career development to support their performance, their reaction is usually evident in poor performance and high turnover rate (Liden, Kraimer, Sparrowe & Wayne, 2003).

Furthermore, researchers (Whitener, 2001 in Chambel & Castanheir, 2012) have stated that employees interpret organisational actions, such as training, as indicative of the organisation's commitment towards them, and reciprocate their perceptions accordingly in their own commitment toward the organisation. The treatment and relationship between the contract staff and the organisation they work for may go a long way in affecting the temporary workers' commitment (Chambel & Castanheira, 2007).

The relationship trait mentioned above by Chambel and Castanheira (2007), collaborates the findings of Organ & Ryan (1995) who stated that employees' performance is dependent on the long-term relationship between the employee and the organisation. Also (Gallagher & Connelly, 2008) assert that employee commitment depends more on how employees are treated by the organisations than on the status of the worker be it temporary or permanent.

2.17.3. Stress and lower motivation for contract staff

According to Bergstrom and Storrie (2003), temporary employment leads to higher levels of stress, feelings of insecurity and less motivation for workers. The very nature of temporary employment increases feelings of divided allegiance on the part of temporary workers (Feldman, 1990). Wadera (2011), in her study, found that short term employment results in: unscheduled turnover, low staff morale and low productivity; this echoes the claims of Decenzo and Robbins (2010), that temporary workers may experience reduced motivation and a growing frustration which might affect their role performance especially if they do not receive an offer of permanent employment.

Also, Torrington, Laura & Taylor, (2008), stated that there is a possibility of low morale among temporary staff which may result in high labour turnover. Armstrong (2009) also mentioned that part-time workers may have higher levels of absenteeism and lack commitment. Wadera (2010) further stated that short-term employment influences the productivity of staff in the organisation since a lot of time and effort was used in training new employees as their turnover was high.

According to Graham & Bennett (1998) contract workers feel discontented when their efforts and rewards are compared with colleagues of permanent status; thereby leaving them feeling uncomfortable, especially when under-rewarded. This in turn diminishes their efforts and motivation to perform. According to some authors (Cheng & Chan, 2008), temporary employment gives rise to feelings of job insecurity, uncertainty and unpredictability which could lead to unfavourable outcomes including poor employee performance, they continued by stating that flexible workers are a disadvantaged minority who need protection.

2.17.4. Low Incomes

Temporary employees receive lower incomes and are uncertain as to when and how intensively they will be working (Cheng & Chan, 2008). This notion of lower income earned by temporary worker is quite different from the opinion of Armstrong (2009), who stated that subcontracted workers can be expensive. Dessler (2008) believes temporary workforce are less costly to recruit and train, but he added that they generally cost employers more in comparison to permanent workers because of the agency fees, though they are often more productive.

2.17.5. Opportunities for Temporary workers

Temporary workers accept a temporary position to develop marketable skills and gain professional experience in order to acquire a permanent position in the future (Freese & Kroon, 2013).

Some temporary workers may accept temporary work for a diverse set of motives, including the idea that temporary work presents the opportunity to learn from different jobs and organisations, or to explore the labour market and future career opportunities (De Cuyper & De Witte, 2008).

2.17.6. Others

According to Foote (2004), the following organisational factors will likely contribute to temporary worker quitting their assignment prior to the scheduled termination date:

inadequate socialization; perceptions of organisational injustice; exclusion from decision-making activities that affect their work lives; low expectations for a permanent job in the firm; relatively low age and tenure compared to permanent employees; relatively low tolerance for perceived inequity compared to permanent employees; and relatively low levels of commitment toward the firm compared to permanent employees.

2.18.   Organisational Justice (Employee Fairness Perception) and Performance Systems

Organisational justice is central to understanding employee perceptions and reactions to the PM process (Palaiologos, Papazekos & Panayotopoulou, 2011). According to Thurston and McNall (2010), organisational justice literature provides a strong structure for understanding an employee's perception of performance appraisals. Also, Erdogan et al. (2001) states that

employee perceptions of the fairness of their performance appraisals are useful in determining the success of performance systems. Farndale et al., (2011) argues, that Justice Perceptions affect employees' behaviour -thinking, feelings and behaviour. According to them, this perception is important for the effectiveness of the employees, and it may predict their reactions to performance management practices, the performance appraisal system within the organisation (Tuytens & Devos, 2012).

According to Chen and Eldridge (2010), alignment of the performance system with employees' perceptions of fair appraisal is likely to increase appraisal acceptance and success. Fairness perceptions of PM practices have implications both for the employees and for the organisation (Ikramullah et al., 2011). A performance system has a significant impact on employee perception of justice which will affect the attitudes and behaviour of the employee; alternately, it will influence the performance of the organisation (Ahmed, Ramzan, Mohammad & Islam, 2011).

 Perceptions of fairness and justice make employees perceive performance appraisal as legitimate and necessary for their jobs and performance improvement (Cawley et al., 1998). Gabris and Ihrke (2000), noted that "Central to employees' acceptance of performance appraisal is whether the system deployed is seen as procedurally fair and valid to employees" (p. 42).

Previous studies revealed that employee perceptions of fairness of performance appraisal is a significant factor in employee acceptance and satisfaction with the performance appraisal (Ahmed et al., 2011). According to these authors, a good perception will create a positive working environment in the organisation, while a negative perception will create many problems for the organisation that ultimately will affect the company's performance. Also, these perceptions depend on the manager or supervisor's actions and behaviour towards the employee. If the immediate superior employs fair and transparent performance appraisal benefiting the employee, then hypothetically, the latter has a good perception of him. According to Jawahar (2007), the effectiveness of the appraisal systems is determined by perceptions and reactions to the appraisal, as well as the appraisal process, with unfavourable perceptions and reactions impairing the most carefully built appraisal system.

Bretz, Milkovich and Read (1992), observed, that the most important performance appraisal problem faced by organisations is the perceived fairness of the performance review and the performance appraisal system. They reported that most employees perceived their performance appraisal system as neither accurate nor fair. In support of this assertion, Skarlicki and Folger

(1997) find that the appraisal process can become a source of extreme dissatisfaction when employees believe the system is biased, political, or irrelevant.

Latham & Mann (2006) asserts, that effective PM systems must be perceived as fair, and that the factors contributing to fairness include distributive fairness, procedural fairness and voice. Distributive and procedural fairness are associated with both task and contextual performance (Cropanzano, Bowen, & Gilliland, 2007). The final factor involves employee's belief that their views are considered (Latham & Mann, 2006) and can involve participation in the PM implementation process. Latham & Mann (2006) suggest that employees often believe that PMS is implemented for all the wrong reasons, by the management, that is, the management is trying to use this process to hold them to account and subsequently much easier to discipline them; hence the perception that it is not fair. This perceived lack of procedural fairness can have wide-ranging negative implications for organisations.

Distributional justice (outcomes) is operationalised as the extent to which employees believe that the rewards they receive from the organisation are related to their performance inputs and the extent to which employees believe that their work outcomes, such as rewards and recognition, are fair (Niehoff & Moorman, 1993).

According to Alexander & Ruderman (1987), employees consider the procedure-based fairness is more important than the equal-distribution justice, also stating that, employees are willing to accept some injustice in the outcomes if they perceive the procedure itself to be fair. Kunreuther (2009) explains the prevalent negative attitudes toward performance appraisal among employees. In his study, some employees were unhappy with their performance ratings and expressed concerns that their performance had not been rated fairly, whereas some supervisors perceived providing performance feedback as conflicting with their everyday job task and was therefore an unpleasant task.

Previous researchers and scholars have focused on rate of satisfaction and perceptions of fairness, for the most part (e.g., Wexley, Singh, & Yukl, 1973). Research on perceptions of fairness date back to two studies by Landy and his associates (Landy, Barnes, & Murphy, 1978; Landy, Barnes-Farrell, & Cleveland, 1980), which found that identifying goals to improve weaknesses, frequent evaluations, and rater knowledge were important predictors of perceptions of fairness and rating accuracy, while the later study also found that consistency among feedback sources was also important. Several articles also focused on the role of justice perceptions in reactions to performance appraisal (e.g., Folger, Konovsky, & Cropanzano,

1992), which was confirmed in other empirical articles (e.g., M. S. Taylor, Tracy, Renard, Harrison, & Carroll, 1995). Justice perceptions have also become an important part of later models of PM (e.g., DeNisi & Smith, 2014), and this is suggested as an important area for research in the future.

Greenberg (1986a, 1986b) also proposed that employee acceptance of performance appraisal can be determined by the extent to which employees perceive that their performance has been fairly assessed and linked to rewards using the concepts of procedural and distributive justice. Murphy and Cleveland (1991) state that when the following criteria are met, performance systems are most likely to be perceived by employees as accurate and fair: (i) Appraisals are conducted frequently; (ii) There is a formal system of appraisal; (iii) Supervisors have a high degree of job knowledge; (iv) Ratees have an opportunity to appeal ratings; (v) Performance dimensions are seen to be highly relevant; (vi) Action plans are formed for dealing with present weaknesses; and (viii) The organisational climate is cooperative rather than competitive.

Furthermore, Murphy and Cleveland (1995) argues that, "An employee's perception and reaction to performance systems is one of the neglected criteria that might be critical in evaluating the success of an appraisal system" (p. 310). Previous commentators have suggested that the reasons for managers' or employees' resistance to a performance system should be identified and reduced to maximise the effectiveness of the system (Carroll & Schneier, 1982; Lovrich, 1987). Krell (2011) argues that the way the PM is perceived by the employees, especially if there is an element of bias during the implementation process, can reduce the effectiveness of a crucial business process—one directly related to employee PM.

In conclusion, this study argues, that a successful implementation of performance management system involves the recognition and involvement of all the organisational stakeholders. An implementation produced out of an integrated performance management framework could be used at both employee and organisational levels to promote transparency, fairness, and to further boost performance as indicated by Brudan (2010, p. 6).

2.19. Why is Employee perception so important in the implementation?

Employees' perceptions of PM practices are very crucial and important to the success of the PM process (Farndale, Hope-Hailey & Kelliher, 2011; Tuytens & Devos, 2012; Gabris & Ihrke, 2000; Roberts, 2003; Levy & Williams, 2004; Kim & Rubianty, 2011; Roberts, 1994; Roberts

& Pavlak, 1996; Bernardin & Beatty, 1984; Cardy & Dobbins, 1994; Murphy & Cleveland, 1995). Negative perceptions of employees toward PM cause resistance to it, which can lead to job-related stress, burnout, and even underperformance (Gabris & Ihrke, 2000). Daley (1992) pointed out that no matter how well a performance system is designed, it will become a futile effort if employees do not perceive it to be important and useful or they fail to accept it or believe in its implementation.

According to various researchers (Cardy & Dobbins, 1994; Hedge & Borman, 1995; Keeping & Levy, 2000; Murphy & Cleveland, 1995), even though a technically sound and accurate performance system is designed, if employees do not have a good opinion of it or accept it, its quality and its overall success can be compromised. Dobbins (1994) also suggested that when employees perceived a performance appraisal process as unfair, unsatisfying, and/or inequitable, it could fail to achieve its outcomes.

Murphy and Cleveland (1995) stated that employees' perceptions are very crucial, and an unfavourable reaction from them may doom the most carefully constructed performance system (p. 314). Bretz, Milkovich and Read (1992) indicate that the most important performance system issue faced by organisations is the perceived fairness of the performance appraisal. Their findings suggest that most employees perceived their performance appraisal system as neither accurate nor fair.

2.20.   Conceptual Framework For this study

Drawn from the fore-going, a conceptual framework is instituted for this study. A conceptual framework is a written or visual presentation that "explains either graphically, or in narrative form, the main issues to be studied – the key factors, concepts or variables and the presumed relationship among them" (Miles and Huberman, 1994, P18). It is described as a set of broad ideas and principles taken from relevant fields of enquiry and used to structure a subsequent presentation (Reichel & Ramey, 1987). It also helps in contributing to the trustworthiness of the study (Goetz & LeCompte, 1984) and "lays out the key factors, constructs, or variables, and presumes relationships among them" (Miles and Huberman, 1994, p.440). The literature review in this chapter is synthesized into a conceptual framework which is used to inform the findings of this research and guide the methodology.

In this study, performance management processes, employee's perception, and the elements shaping PM are viewed to be the mediating variables of human resource policy for effective and productive performance in an organisation.

The conceptual framework (See Figure 4 below), depicts that the implementation of performance management process in the Nigerian oil and gas industry possibly has positive/negative influence on employees' perceptions, organisational citizenship, and organisational performance taking into consideration basic controlling factors such as the different categories of employee – those with direct employment contract with the oil MNCs (permanent employees), and those on triangular employment relationships (temporary/contract employees) who are outside the purview of performance management system.

Figure 4. Conceptual Framework

Source: Adebola Ogungbadejo

According to Korir (2014), all employees expect to be recognised and rewarded for their efforts, as such, the implementation of performance management being the independent variable will be the inevitable tool in ensuring fairness in these processes of rewarding and recognition to motivate and retain skilful employees and gain their loyalty and commitment.

2.21. Conclusion

The beginning of this chapter highlighted the concept of performance and its associated interpretation in the field of organisation's success. This leads to the exploration of individual employee performance which is a core concept within work and organisation, as well as, a multi-dimensional construct in achieving organisational success. Literature in the performance management domain reveals that individual employee performance and measures of performance is more complex than before and needs timely and more appropriate attention.

The theoretical framework which is the integrated performance management model was discussed comprehensively. This model suggests organisational performance can be analysed at strategic, operational, and individual levels, each which has its own reporting and accountability mechanisms and decision-making outcomes. It creates a complete, holistic picture of performance that outlines the relationship between organisational and individual performance.

Also, within an integrated performance management framework, it shows the importance of understanding how the interests of different stakeholders, are integrated into the design and implementation of the performance management system. However, in the context of the Nigerian oil and gas industry, the chapter revealed that performance management system leaves much to be desired, given the extent of employees' dissatisfaction with the performance appraisal system, due to poor and bias application system.

Clearly, while adopting and implementing performance management systems could be a step in the right direction, a lot is expected from both public and private sectors in Nigeria to harness the necessary elements discussed in the integrated performance management model.

On this premise, an understanding of the contextual environment is necessary to better understand the purpose of this study. Hence the next chapter presents the historical background and operations of the Nigerian oil and gas industry and the performance management system

Chapter 3: Contextualization

3.   Introduction

This chapter discusses a brief background of Nigeria, the political and economic environment within which the Nigerian oil and gas industry is embedded. To contextualize the research agenda, and to provide the necessary background for understanding the rationale for the research, the Chapter discusses the underlying issues that influence performance management systems, processes and procedures in the industry. It also provides a brief overview of the three oil MNCs used as case studies, and some background on the oil-producing Niger Delta region.

3.1.   A Brief Background of Nigeria

The Federal Republic of Nigeria is situated in the West of Africa with a great population of over 180 million (World Bank, 2015) and the largest in the African Continent. Between the year 1914 to 1960 Nigeria was fully part of the British Colony, though had her independence in 1960 (Falola and Heaton, 2008; Azaiki, 2006; Okonta and Douglas, 2003). Currently, Nigeria is a federation of 36 states and the Federal Capital Territory (FCT), Abuja. Below is a typical map of Nigeria, showcasing the 36 states and the FCT. (See the Map of Nigeria below).

Figure 5: The Political Map of Nigeria (Source: World Atlas, 2016)

Nigeria has diverse and complex ethnic groups, languages, religions and traditions which structures individual perceptions in the way they think and act. The predominant tribes are the Yoruba's (West), the Hausas (North) and the Igbos (East). The South-South, which is the Niger Delta is a picture of diversity on its own and dominated by the Ijaws, which is also the source of oil production.

These three ethnicities have constantly contended for the political control of the nation since independence. This battle for political control is apparent in the coups and counter-coups by the military rulers who assume all of the functions of government. During these periods of military rules, legislatures were either demilitarize or rendered ineffective in favour of the military governments (Azaiki, 2006). Under military rules, citizens' opinion became inconsequential, as power is not gotten through the acceptance of the populace but through coercion and control of resources (Falola and Heaton, 2008). The country has predominantly been under the military government since independent until recent years.

3.2.   Nigeria Political and Economic Climate

Between 1960, when Nigeria gained independence, and 2007, Nigeria was ruled majorly by the Northerners who unfortunately did not produce any petroleum resources but were in charge of the management of the huge oil revenues. This made the minority tribes in the Niger Delta to clamour for self-determination and resource control. At the height of the crisis in 2006, the region brought the political leadership of the country unto its knees, as it practically stopped Oil and Gas exploration in the region.

This prompted the ruling People's Democratic Party (PDP) to zone the Vice-presidency to the region, and picked the then Governor of Bayelsa State, Dr. Goodluck Jonathan. Upon the untimely death of President Umaru Musa Yar'Adua in May 2010, Dr. Goodluck Jonathan, a son of the Niger Delta, was sworn in as President of Nigeria for the first time and he contested and won the 2011 general election. This has brought respite to the Oil producing tribes who have for years clamoured for political and economic control.

Prior to the development of the Oil and Gas industry, Nigeria was formerly an agrarian nation before independence in 1960; farming was the fundamental source of the economy, accounting approximately over 50% of the Gross Domestic Product (GDP), as well as one third of export

earnings (Falola and Heaton, 2008; Okonta and Douglas, 2003). Farming and fishing were the main sources of income and sustenance for those in the southern region. However, with the discovery of crude oil in commercial quantity, agricultural production was neglected, and the sector relegated into relative decline (Buren, 2001). Within the phase of 1960s and 1980s, Nigeria migrated from the responsibility of being an independent production of food to one of strong reliance on food importations. Presently, crude oil accounts for approximately 90% of export earnings and 83% revenue of the federation account (Ogbeifun, 2009). More importantly, the Nigeria economy has become a mono-economy of crude oil. The US and United Kingdom (UK) are Nigeria's major business associates and foreign investors, with investment largely in the oil industry.

Nigeria's economic strength dependent on the stability of the world energy market; therefore, any change in the price of Oil and Gas will directly affect the economy. Nigeria has been advised by the IMF and other experts to diversify its economy by evolving policies to encourage investments in agriculture, solid minerals, manufacturing and production (Okafor, 2005). Another thorny economic issue is the modalities for the distribution of the Oil and Gas revenue between the federal government, the state governments and the oil producing host communities. This has been a perennial source of conflict as the host communities' demand for greater control of their natural resources, while the federal government through obnoxious legislations retained a lion share of the revenue.

Presently, 13% of oil revenue from onshore production goes to the nine oil producing states in the Niger Delta, while the remaining revenue is shared in the following ratio: federal government 47.2%, states 31.1%, local governments 15.2% and national priority service fund 6.5%. Increased oil revenue without a corresponding investment in infrastructure, agriculture and manufacturing, had caused Nigeria to be an importer of everything and exporter only of Oil and Gas. This has resulted into an increase in inflation and drastic devaluation of the currency. Increased oil revenues have also caused a high degree of fiscal indiscipline and resource mismanagement.

3.3.   History of the Nigerian Oil and Gas Industry

Nigerian Bitumen Corporation (a Nigerian subsidiary of a German company) was the first to carry out a major oil exploratory project. Between 1907 and 1914, the Nigerian Bitumen

Corporation was forced to withdraw from the country due to the beginning of the First World War. After the war, the company was not allowed to resume operations since the British colonial authorities gave preference to oil exploration by British companies (NNPC, 1976).

A joint venture between two major oil companies Shell and BP was granted a licence to explore for oil over the entire Nigerian territory in 1938; this gave them a monopoly over oil exploration for the entire country. In 1951, Shell-BP began drilling activities. In 1953, 450 barrels/day of oil were discovered at Akata-1. But it was only in 1956 that Shell-BP discovered oil in commercial quantities for the first time at Oloibiri, in Bayelsa State. Because of this success, Shell-BP expanded operational and drilling activities between 1958 and 1960. (NNPC, 1976).

This new development ushered in Nigeria as a member of Organisation of Petroleum Exporting Countries (OPEC) in 1971, and in line with OPEC Resolution No. XVI.90 of 1968, the Nigerian National Oil Corporation (NNOC) was established in 1971 by the Nigerian government, which encouraged all member states to "acquire 51 per cent of foreign equity interests and to participate more actively in all aspect of oil production" (Khan, 1994:20). As a result, the Nigerian Petroleum Decree No. 51 of 1969 granted total control and ownership of all crude oil in the country with the government. By 1977, the Nigerian National Oil Corporation was changed to Nigerian National Petroleum Company (NNPC).

In 1956 when oil was first discovered in commercial quantity, the nation was still under the control and authority of the British Colonial Government, hence the citizens had no means to the industry. As at 1960 when Nigeria gained her independence, there were national skills shortage and expertise in technological and infrastructural development of the oil wells. Hence, the decision by OPEC was a welcome resolution, despite the lack of the required knowledge to develop the resources, acquiring more than 50 per cent of the equity share gives a right of ownership in the oil capitalist industry.

Adopting OPEC regulations, the NNPC signed joint venture agreements with the Europeans and US oil MNCs, which were already in full operations of oil production in the country. The partnerships that exist between NNPC and the oil MNCs are joint ventures and production sharing agreements. The oil MNCs are the key operators and NNPC share in the running cost, mainly onshore operations, while in the production sharing agreements (offshore), the MNCs expend all funds towards the operational costs (Okeke and Sobotie, 2000). Analytically, the

state through NNPC does not share in the production cost agreements, however, shares in the surplus after the MNCs regain their running investment.

Nigeria's foreign oil-based earning increased between 2000 and 2008; a period marked by serious instability in the Niger Delta region. This was because of the dissatisfaction in the way both the government and oil companies handled environmental issues. Nigeria's share of the World crude oil production (in percentage terms) rose from 0.03% in 1958, to 1.22% in 1966, fell to 0.36% in 1968 (this was due to the Nigerian civil war which started in 1967 and ended in 1970) from then, Nigeria's share increased enormously to 1.23% in 1969, to 2.25% in 1970, and reaching 3.86% in 1974. In the 1980's, the country's share dropped to 2.18% in 1983 and again in 1987, rising to 3.16% in 1997 (OPEC Annual Statistical Bulletin 1990-2002). According to the Oil and Gas journal, at the end of 2011, Nigeria is estimated to have oil reserves of 37.2 billion barrels and a proven natural gas reserve of 180 trillion cubic feet (Tcf) 2 US EIA (2012).

The total reliance of government on oil revenue and its partnership with the Oil MNCs, explains the enactment of draconian labour control measures and policies. The control becomes necessary so that both the government and Oil MNCs can maintain high rents and profits respectively. For example, the removal of automatic trade union membership and the restriction of no right to strike by the Amendment Act of 2005, and the subsequent promotion of precarious work, such as, contract workers and agency labour in the Nigerian oil industry (Solidarity Centre, 2010; Fajana, 2005:6; Ihonvbere, 1996).

The adoption and implementation of neoliberal policies by the Nigerian government in the 1990s gave rise to privatization of public enterprises, which consequently leads to retrenchment and mass unemployment. The employers of labour took advantage of this, along with the country's economic uncertainty and adopted work casualization (Fapohunda, 2012), and labour power being the only means of survival for an average Nigerian man, workers were compelled to take any available jobs to survive

The overarching issue with workers on precarious work arrangements is that they do not fall within the traditional purview of employer-employee relationship with the oil companies but known as workers of the employment firms. These workers are termed flexible workers, and do not earn same wage as the employees on permanent employment contracts who are directly employed by the oil MNCs. They do not have any welfare benefits, and their conditions of work

are usually very precarious. Furthermore, their tenure of work is not certain, thereby lacking security, unlike their permanent colleagues.

3.4. HRM Practices in the Nigerian Oil and Gas Sector

Even though the Oil and Gas sector in Nigeria is recognised as having high potentials to catalyse industrial development and economic growth, but the lack of adequate deployment of human resource management practices perhaps, have undermined the realization of the full value of this potential. Not undermining other performance variables such as, conditions of infrastructure and facilities, level of access to funding, availability of capital and skilled manpower, the deployment of certain human resource management practices or the lack of these, can be associated to ineffective performance management in the Oil and Gas sector in Nigeria (Agu, Benson-Eluwa, and Nto, 2017; Odera, Scott, Gow 2018).

Practically every society, the "value" of people as "human capital assets" has been well documented and confirmed as the most important source of competitive advantage (Ozolina-Ozola, 2014; Debrah, Oseghale, and Adams, 2018). These scholars agree that there is a set of HRM practices that are necessary for improved performance to be achieved. Ironically, it is noted that even though human resources are widely acknowledged as the most important resource in any organisation, issues relating to their development, motivation and utilisation has not been given due attention in developing countries, Nigeria inclusive.

A review of the literature (Ozolina-Ozola, 2014; Debrah, Oseghale, and Adams, 2018) reveals that one sector that has experienced underutilisation of human productive capabilities over the years is the Nigerian oil and gas industry. Given the importance of the industry to the nation's economic growth, it is imperative, that a set of human resource management practices is abided by in order to stimulate effective and efficient performance in this crucial sector.

3.5. Overview of employment conditions in the Oil and Gas sector in Nigeria

The Oil and Gas sector globally is experiencing monumental changes and becoming more competitive. With these changes, players in the Oil and Gas industry are becoming increasingly aware that their employees indisputably stand as one critical resource that must be strategically managed for success through training and development. However, Nwosu et.al (2006), notes

that training has been reduced to the barest minimum as a cost saving measure and warns that this trend portends great danger to the vitality and viability of the industry.

Ozolina-Ozola (2014), maintained that the only way to leverage the growth potentials of the Oil and Gas industry is through innovation and long-term strategic investments in staff training and development. He states further that considering the critical nature of the industry, robust strategies must be put in place for training and development especially because businesses now operate in a knowledge-based society.

Despite the overarching need for continuous training and development in the Nigerian oil and gas industry, coupled with the myriad of problems ranging from instability in the operating environment, the industry still manages to break even to withstand the challenges of the global economy (Nwosu et.al., 2006; Agu, Benson-Eluwa, and Nto, 2017)

3.5.1. Recruitment in the Nigerian Oil and Gas sector

With reference to the human resource management practice of recruitment, the latest local content policy, the Nigerian Content Act (NCA, 2010) appears to give Nigerians privilege in terms of recruitment as the Act (NCA, 2010) sets a legal limit to the recruitment of expatriates into the management cadre to 5% while expatriates are completely forbidden from lower positions of the total workforce. Even though the extant laws place a cap on the recruitment of expatriates, there appear to be some compromises usually perfected by government agencies allowing some of these regulations to be violated through brazen acts of corruption, favouritism on grounds of ethnicity and nepotism (Izeze, 2014).

The major trade unions in the Oil and Gas sector; the Nigeria Union of Petroleum and Natural Gas Workers (*NUPENG*) and the Petroleum and Natural Gas Senior Staff Association of Nigeria (PENGASSAN) have embarked on series of strike actions and protests over the years to check what they referred to as the systematic quota abuse in the nation's Oil and Gas sector. A study carried out by Houeland (2015), reveals that in the year 2009, PENGASSAN reported expatriate quota abuse in Chevron. It was alleged, Chevron had 900 expats in positions that were considered as exclusively reserved for Nigerian nationals.

Another reoccurring issue in the recruitment system is the growth of contract staff. These workers are supplied by third-party labour contractors. The complexities of this contractual work relationships between the oil MNCs and the third-party labour contractors reflects the

commodification of labour, in which labour force are simply no more objects of the process of production, but rather commodities controlled by the employers. Labour commodification in the industry has led to series of trade unions and communal protest.

The industry interest in hiring of contract staff lies in accumulating profit derived from exploiting such labour force, and minimising costs of engagements. The management dominant positions serve them in both ventures (Smith, 2016). This study argues that the more economic pressing need of the workers, the unequal balance of power between capital and labour can lead to social unfairness (Smith, 2016: 32-34). Particularly with regard to contract staff, this can be exacerbated by the fact that these workers to a large extent remains outside the purview of the regulatory framework governing labour in Nigeria and this consequently paved way for the denial to formal performance management appraisal process and subsequent reward and recognition (Fajana, 2005; Burgess, et al. 2004; Davidov, 2004).

Fapohunda (2012) alleged that employers of labour are increasingly filling positions in their organisation which are ordinarily meant to be filled by permanent employees. Okafor (2010) argues that nowhere is the casualization of labour widespread than in the Oil and Gas sector and cautions that if this trend is not checked; it can pose critical management problems in the Nigeria Oil and Gas sector.

Since casualization appears to be a recurring decimal in the Oil and Gas sector based on the foregoing, it is important to do a review on issues that relate to temporary (casual) workers in the Oil and Gas sector in Nigeria.

3.6.   The Causes of Casualization of Labour in the Nigerian Oil Industry

The implementation of neoliberal policies gave rise to mass unemployment, which the employers took advantage of, along with the country's economic uncertainty, and adopted the flexible work arrangement model (Fapohunda, 2012). While on the other hand, labour power being the only means of sustenance for an average Nigerian man, workers were left with no other option than to accept any kind of work to survive, since Nigeria is not a welfare state.

In almost all the industries and sectors of the Nigerian economy, the use of agency workers has become prevalent; employers find the system as the best alternative for their business in the face of global competition (Adewumi 2008). This is because contract staff lacks all the benefits accrued to permanent employees; hence management saves a lot through labour contracting and

relieves of the anxieties involved in maintaining internal employees on full-time employment contract (Hall, 2000). Accordingly, while organisations are extracting surplus-value from contract staff in maximising profit, the key assets (workers) that are responsible for the success of the business are not well taken care of, hence the unions' agitations.

Casualization of labour in the Nigerian oil industry has become a subject of great concern. According to Chisala (2006) casualization is defined as the common trend of hiring and keeping workers on temporary employment rather than permanent employment. Casual employment can be used interchangeably with contract employment, non-standard work arrangements, fixed-termed contract work, part-time work, many more, with various employment contract terms which can span from short-term contract to long-term contract (ILO, 2010).

Not until the late 1980s of oil production in Nigeria, the oil Multi-National Companies where integrated in forms of structures, operations and staffing (NUPENG Bulletin, 2013). The main objective of contract staffing then, which is direct hire by the oil companies, was a type of transitory phase of contract worker becoming a permanent employee and this aimed at reducing unemployment. Unfortunately, over the past twenty years, an unpleasant situation started unfolding, which is labour contracting, which marks the beginning of flexible work arrangements.

In the 1990s, Nigerian oil industry operates full-time employment system, which consists of approximately 70 per cent of full-time workforce and 30 per cent contract workers, who were all directly hired by the oil MNCs. For example, Mobil Producing Crude Oil had more than 400 junior full-time employees in the 1980s and by 1991, these figures dramatically dropped to 80 junior permanent employees. By 2002, there was no direct junior employee of Mobil Oil (Okafor, 2012: 7615; Adewumi and Adenugba, 2010: 68). However, this percentage has greatly changed in that there is now great increase in the percentage of agency workers.

Danesi, (2012:3) in her report revealed as at 2010, the percentage was 40 per cent against 60 per cent agency workers. For example, ExxonMobil employed 1,650 agency workers through employment agencies and 1,927 permanent employees, but the interview conducted reveals that ExxonMobil hired 3,835 agency workers against 2,118 full-time employees. In same manner, Shell Petroleum hired 17,000 agency workers against 3,625 full-time employees. Likewise, Chevron hired 2,400 agency workers against 2,000 full-time employees and majority of these agency workers perform same job functions as the full-time employees.

Furthermore, the report, estimated the increased growth to a ratio of 1:4, for everyone permanent employee to four agency workers. Some of the employees interviewed placed the ratio 1:9, and this is against the backdrop of ILO estimation of 1:2.

However, the empirical findings of this study conducted in 2015, found that Shell Nigeria has approximately 6,000 permanent employees and 35,000 non-permanent workers. While ExxonMobil Nigeria has 4,000 against 8,000 non-permanent staff, and Chevron has 3,100 to 3,500 non-permanent staff, see Table 3 below for Graphical Statistics

Table 3: 2015 Graphical Statistics of Standard and Agency Workers

s/no	Name of Company	No. of Perm. Employees 2015	%	No of Agency workers 2015	%	Total
1	Chevron	3,100	47.6	3,500	53.0	6,600
2	ExxonMobil	4,000	33.3	8,000	66.6	12,000
3	Shell	6,000	14.6	35,000	85.5	41,000

Source: Shell Sustainability Report 2016, Management Interview 2015

The declining nature of permanent employees as indicated in the Table 6 above suggests a steady demise of trade unions under and better working condition underthe economic neo-liberal agenda (Adenugba, 2003; Okafor, 2011:7615). Although, in spite of the clear evidence of the increase usage of contract staff, Fajana, (2005), reported, that there are no accurate statistics showing exact number of contract and casual employees in Nigerian oil industry, due to lack of official statistics showing the extent and trends of non-standard workforce. However, Animashaun (2007) alleged that some companies have 60 to 90 per cent of their employees as contract and casual workers. While there seems to be no comprehensive data about the extent of this phenomenon, it appears to be quite significant, particularly in countries without legal restrictions such as Nigeria.

3.7. Definitions of the various workers in the Nigerian oil and gas industry

3.7.1. Permanent Employees

These are the direct staffs of the oil companies and have the standard terms and conditions of employment. These include both indigenous workers and expatriates. Their job functions are spread across both the downstream and upstream. Majority of the expatriates work and head most of the oil platforms (oil rigs), their job functions covers, offshore installations, drill superintendents, logistics coordinators, medical officers, safety officers, dynamic position operators and tool pushers. Although there are few indigenous employees heading some oil platforms, while majority of them work downstream in different department such as, operations, marketing, accounts, human resource, logistics, and IT. The indigenous employees are of three classifications: they are managerial, senior and junior employees; however, those in the managerial positions are but few in number, approximately 15 per cent and have no right to trade union association. While PENGASSAN unionize about 80 per cent of the senior employees, and about 10 per cent of junior workers are unionize by NUPENG. (Adewumi 2008).

3.7.2. Contract Workers

These workers are in triangular employment relationships and work alongside permanent staff but do not have a direct employment relationship with the client companies (oil MNCs). They are engaged for renewable fixed periods through third party. Their job functions span across upstream and downstream and engage to perform jobs such as, drilling operators, fork-lift operators, fire-service personnel, Human Resource (HR) personnel, Account officer, Medicals, Secretaries, flow station operators, Catering and house keeper.

3.7.3. Service Workers

The oil MNCs have innumerable labour service for various kinds of work activities to executes by oil servicing companies whose interests are in crude oil exploration and production activities. In most instances, the workers from these servicing companies are deep-rooted in the oil companies because of the kind of services that their employment firms are rendering to the oil MNCs. However, they are not permitted to associate with the trade unions. This group of workers basically work offshore and are mainly hired by the oil servicing companies.

3.7.4. Manpower Workers

This group of workers have different employment contracts terms for specific task and subsequently discharged thereafter. They are mainly indigenous workers, who work basically downstream and engage as clerical officers, flow-station operators, flow-station guards, transporters and many more functions.

These four categories of labour frequently work as a team but managed under differential terms and conditions of work. Besides the permanent employees who are direct hires of the oil companies, the other forms of employment status are in triangular employment relationships, known as agency workers. These workers are hired by the employment agencies but rendered their services to the oil companies; they are answerable to the management of the oil companies, while their complaints and grievances are channelled to their employment agencies.

3.8.   Responsibilities in the Dual Employment Relationship in the Nigerian Oil and Gas Industry

As earlier explained, aside the permanent employees, all other categories of workers are classified as contract staff. They are into a dual employment relationship with two or more employers. They are supplied by a third-party labour contractor to the oil companies, who utilised them at will and disposed (Wills, 2009).

 These workers are denied of certain privileges and rights as a result of been a third-party employee. While the few permanent employees hired directly by the oil companies are privileged to be officially appraised and rewarded accordingly. However, amongst this privileged permanent employee, are the disgruntled who are dissatisfied with the performance appraisal and reward systems. While on the other hand, contract staff are officially outside the purview of performance management and reward system in the Nigerian oil and gas industry, due to their non-contractual employment with the oil companies (See Figure 1 below).

In abdicating employers' responsibilities in terms of performance management implementation on contract staff, the oil multinational companies effectively exclude these class of workers from constructive feedbacks that would have boost their career progression and developments by them been employees of a third-party labour contractor. Notwithstanding this lack of

leverage on the part of contract staff, some of the permanent workers of these oil MNCs are dissatisfied with the performance management process and reward system.

Figure 1: Framework of Responsibilities in the Nigerian oil Industry
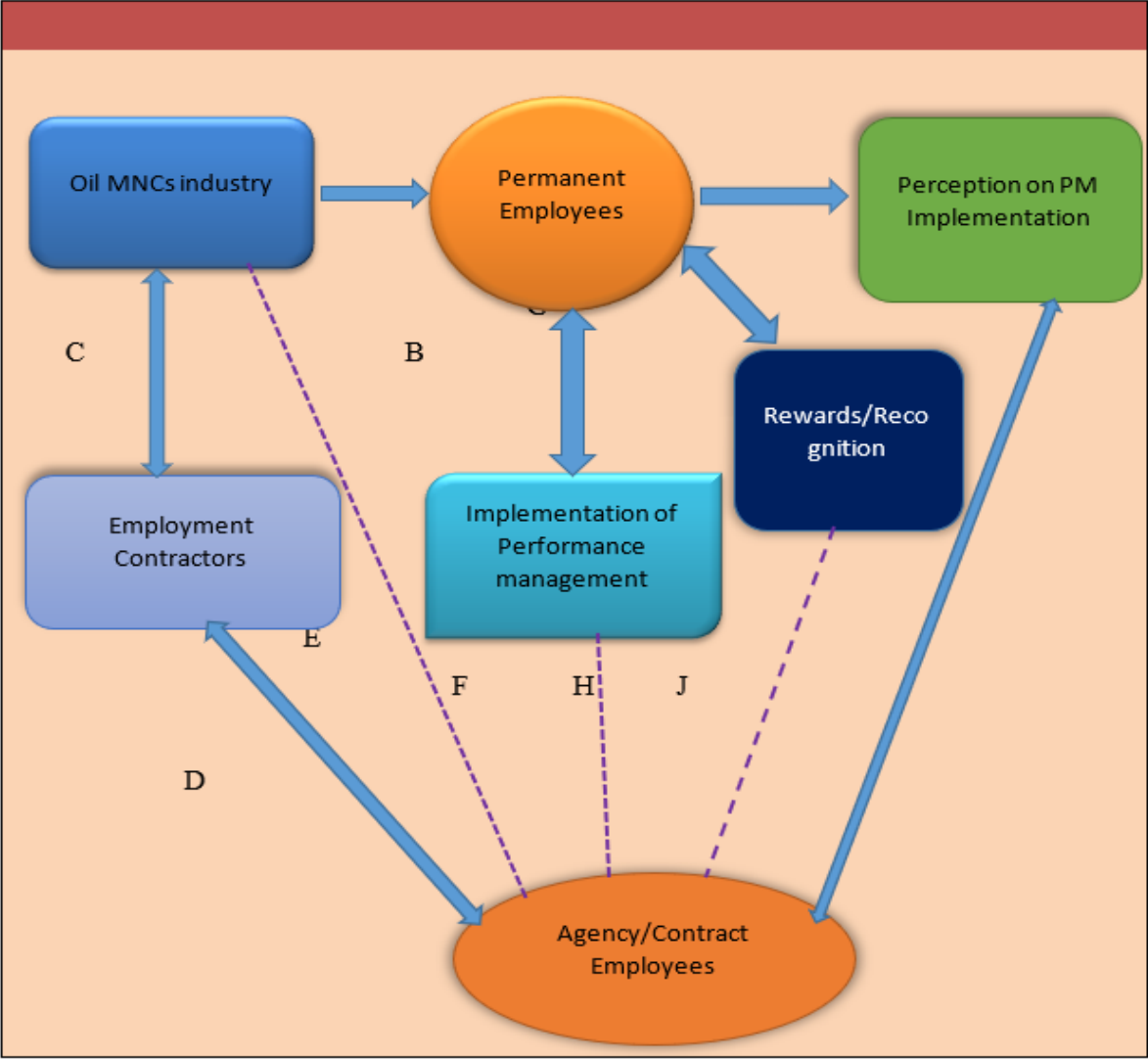
Source: Adebola Ogunbadejo (2019)

3.9.   The Background of the Case Study Companies and their Performance Management Systems.

3.9.1. Exxon Mobil Nigeria

Exxon-Mobil Nigeria is a multinational oil exploration company located in Nigeria. The organization began oil exploration in 1955 under the name Mobil Exploration Nigeria Incorporated. In 1999 came the merging of Exxon and Mobil Corporation which brought together three major companies in Nigeria: Esso-Exploration and Production Nigeria Limited, Mobil Oil Nigeria Plc and Mobil Producing Nigeria Limited. Exxon-Mobil is one of the six major petroleum products marketers in Nigeria. It currently has over 200 retail outlets located in all the 36 States of Nigeria. The Federal Government of Nigeria has 60 percent interest in the joint venture with the remaining 40 percent held by Mobil Oil Producing. The company operates over 90 offshore platforms comprising approximately 300 producing wells at a production capacity over 700,000 barrels a day of crude, condensate and national gas liquids.

3.9.2.   Exxon Mobil Nigeria Corporate Objectives

Exxon Mobil Nigeria Corporate Objectives are: maintaining high standard of safety, health and safeguarding the environment, no gas flaring and oil-spillage, meeting production targets, reliability of equipment, and staff motivation. Its values are: honesty, integrity, transparency and compliance with policies.

Exxon-Mobil is much concerned about identifying talents and competences, in achieving its set objectives and values; the company operates the 'Forced Ranking' Process of Performance Appraisal for its employees. The process is a differentiation procedure whereby the supervisor is asked to assess individual's achievement based on a pre-set plan of action, against other employees in the same unit or peer group.

3.9.3.   Forced Ranking Appraisal

Forced Ranking is a procedure whereby manager/supervisors are needed to appraise their employee's achievement in a relative comparison approach to other employees. Forced Ranking focuses on meritocracy and talent. A job description in line with the organization objectives is assigned to the employee, who in-turn will write his/her objectives of how to achieve the set goals. The supervisor will have to appraise the employee thrice a year, to know

if the employee is performing according to the agreed objectives or not before the final appraisal. One of the advantages is that, Forced Ranking is a valuable tool used to supplement the organization's overall talent management efforts. It requires organizations to appreciate that talent variations really do exist and the ability to identify talent does make a difference. In every organization, there are always star performers that have talents to create new ideas and innovation.

Also, forced ranking process provides a clear and justifiable rationale for all important personnel decisions such as: increase in wages, promotions, rewards, developmental opportunities, assignments, layoff and termination. On the other hand, Forced Ranking Procedure may generate anxieties among employees after communicating what Forced Ranking involved, it promotes unnecessary competition, every-man-for-himself work environment. Secondly, one of the objectivities of Forced Ranking process involves the fact that the procedure focuses not only assessing the employees' performance-evaluating the past but also on assessing his potential, predicting the future. This study argues that assessing an employee's future potential is certainly a wrong thing to do, as the employee could still have certain degree of untapped potentials.

3.9.4. Process Adopted for Performance Appraisal Linking Company's Corporate Values and Objectives

The appraisal process requires the managers or supervisors to give the permanent employees performance appraisal form to fill their bio-data (on-line) which include: employee's name, number, appraisal data, job number, post held, date appointed, department and wage group. In line with the company objective, the employee job responsibilities and task will be assigned; the individual or group will write five objectives on how to achieve the set goals which has to correspond with the company's values, goals and objectives. For instance, the objective may be maintenance one: to ensure equipment is running smoothly. In other cases, the objective will involve precaution taken in respect to health and safety. Having established goals and objectives, they will have to set checkpoints along the way and determine what satisfactory performance will look like. Then, over the course of the year, they will revise objectives as missions are accomplished and strategies change.

The supervisor meets one-on-one basis with the employees three times annually before the final appraisal to see how well the employees are performing. Within these three occasions the supervisor can identify any difficult issues, discussed and resolved immediately.

Whereby employee is still not measuring up to expectation, the employee will fill three strong area of strength and three areas which require improvement, a constructive way of saying weakness. The manager/supervisor will fill the developmental process for each employee what he thinks requires in his/her job and fills the relevant competencies of the employees. Such as, technical knowledge, effective communication, teamwork, sets high personal standard and concern for accuracy. The supervisor will have to review the appraisal with the employee three times before the final decision.

On the final appraisal sitting by the managers and supervisors, the individual appraisal form will have to be compared for example, how well John met his set objectives compared to how well Peter, Lina and Joan met theirs. By this process the managers/supervisors recognized that talents variation does exist by classifying the employee's talent into Among the Best (AB) 10%; Highly Effective (HE) 50%; Fully Productive (FP) 30%; and Needs Improvement (NI) 10%.

The manager or supervisor will communicate a candid feedback on how well the employees performed in the expectations of the job and constructive criticism on the area where the employee is lacking and make him/her to understand ways to make needed improvement. After the final appraisal, those employees in category Needs Improvement (NI) will be placed on Performance Improvement Plan (PIP), if after training, and still no improvement, they will either be demoted or layoff.

Uprooting the lowest performers will promote a climate of constant progress. If employees in the bottom bucket are replaced, the third quartile becomes the new bottom group and the aim of subsequent improvement efforts.

3.9.5. Exxon Mobil Nigeria Employees Concerns on the Implementation of Performance Appraisal

The relative comparison process is a major concern to the employees. The employees argue that the performance management implementation brings about excessive competition and jealousy. For example, two individual who performed very well or met their set goals for the period are separated into different categories based on forced ranking, the employee who is placed on a

lower category is bound to feel a sense of humiliation and/or resentment towards the other person in a higher category. Thus, the individual might be unwilling to assist the other in carrying out his assignment and may even sabotage his efforts if possible in order to appear better than him on the next appraisal. This has generated an environment where competition trumps teamwork, destroy self-confidence and job satisfaction within group.

Another concern is that the appraisal system is biased because the management has given a rating which must be complied with by the supervisors.

> 10% of employees must only get (AB - among the best)
>
> 50% of employees must be rated (HE - highly effective)
>
> 30% of employees must be rated (FP - fully production)
>
> 10% of employees must be rated (NI – need improvement)

Therefore, it means that the rating has been pre-decided before the actual appraisal. Some employees' complaint is that some Supervisors are not objective in rating subordinates, rather they are subjective. They are exceedingly reluctant to finger any of their subordinate as being less satisfactory. They give good ratings to their friends, relatives and people of same ethnicity which falls into the higher categories.

It was discovered by some employees that some group of managers do meet and reach an agreement on their report ranking. It was reported that during the final session/meetings, there is always a considerable backroom conspiracy where some managers will accept to aid the high ranking of an employee in-return of a favor from the employee. This system leads to employees worries over the honesty of the process.

3.10. Shell Nigeria

Shell Nigeria Plc began its operations in 1937, then known as Shell-D'Arcy, which was jointly owned by the oil conglomerate D'Arcy Exploration Company and the British Colonial Administration (Udeke and Okoloie-Osemene, 2014). In 1941, there was an interruption on oil and gas production because of the Second World War, and operations began five years after under a new name known as the Shell-British Petroleum (Shell-BP) Development Company. This new company first discovered oil in commercial quantity in Oloibiri, Bayelsa State of the Niger Delta-Nigeria in 1956. Between 1972 and 1973, the Nigerian government acquired BP's share equity in the Shell-BP joint venture, as a result of the implementation of the OPEC

directives (Udeke and Okoloie-Osemene, 2014). In accordance with this appropriation, NNPC became a joint venture with what is known today as Shell Petroleum Development Company of Nigeria Limited. Shell staff strength comprises of 6,000 of direct jobs and 35,000 of indirect jobs (Sustainability Report, 2013: 23)

3.10.1. Shell Nigeria Corporate Objectives

The mission of Shell Nigeria is to be the operator of first choice in Nigeria through its commitment to strong economic performance and to every aspect of sustainable development. Core Value: honesty, integrity and respect for people form the basis of the Shell General Business Principles.

3.10.2. Performance Management in Shell Nigeria: Management -By-Objectives (MBO)

Shell Nigeria operates a Management-By-Objectives (MBO) performance management system which is linked to the objectives of improving organizational, functional, team, and individual employee progress towards goal achievements. The performance appraisal systems begin with the Board evaluating itself, its committees, its chairman and each other of the directors within the Board. These evaluations are led by the nomination and succession committee, which is an external facilitator and does not have any connection and relation with Shell.

The process of the evaluations begins with the directors completing questionnaires, designed by the external facilitator, through online system. The facilitator then prepares a report based on the questionnaires to the chairman. The results of the evaluations on the board and its committee will be discussed at the Board of Directors meeting. The evaluations provide to the board a wide range of feedback.

It is an ongoing process of identifying, evaluating and managing the significant risks to achieve Shell's corporate objectives.

It is imperative to know that to facilitate the attainment of the corporate objectives, Board usually breakdown the goal into various departments, units according to every employee job description and specification. In setting goals at the departmental or unit levels, management by objective (MBO) is usually practice to cascade goals from the top down. Supervisor and his

subordinates mutually set specific, attainable and common goals and objectives, clearly define what is expected of them in terms of areas of responsibilities and the expected results.

However, after evaluation, the reasons goals were not attained or were exceeded is explored to determine training needs and development potentials, and the primary focus of MBO, is to mutually set goals that are specific, measurable and reasonably attainable.

Besides training and development, Shell has indicated a performance share plan into performance management. The performance share plan is awarded based on certain conditions to qualified employees. The actual number of shares may range from 0% to 200% of awards, based on the results of prescribed performance conditions over a three years period of the award year.

This Performance Share Plan is effective to reward eligible employees in order to increase their moral and retain their loyalty. On the other hand, the Board's evaluation is to ensure that jobs are properly designed and that qualified personnel are performing well or not.

In case of Performance Management, rewards act as important motivator, which includes, benefits and remuneration. Shell awards eligible employees by Performance Share Plan and reward them with the Shell's share at a price not less 30% off. During economics downstream or crisis in the oil industry, employees might be awarded with the low price of shares of the Company.

Although, employees query with this form of performance management system is that the constant changes of the market environment can make the achievement of set objectives unrealistic. Objectives need to be reconsidered and revised in-accordance to the changing business environment.

3.11.　Chevron Nigeria

Chevron is the third largest oil producer in Nigeria and one of the largest investors in the country, with billions in annual capital investments. Chevron companies in Nigeria have varying interests in nine Deep-water blocks offshore, with the company operating three of these blocks.

Chevron commenced its operations in Nigeria in 1961 and got its first prospecting oil licence from the Nigerian Government. By 1962, CNL fortifies its operational interests with the acquisition of another licence, which entitled the company to extend its prospecting right over

5178 square kilometres onshore in the Niger Delta Axis. A Chevron company also operates and holds a 40 percent interest in eight concessions in the onshore and near-offshore regions of the Niger Delta, operated under a joint-venture arrangement with the NNPC, which holds a 60 percent interest (Chevron Nigeria Corporate Responsibility Report, 2017).

Besides having interest on crude oil and gas, other areas of interests are petrochemicals, transportation, marketing, geothermal and power generation. Chevron is a top producer of petroleum jelly, lubricants, greases and many more. Its staff strength is above 6,600 employees with more than 53 per cent as agency workers.

3.11.1. Corporate Vision

At the heart of The Chevron Way is the vision to be the global energy company most admired for its people, partnership and performance. Chevron make this vision a reality by consistently putting their values into practice.

3.11.2. Values

The Chevron Way values distinguish and guide its actions so that they get results the right way. Their values are diversity and inclusion, high performance, integrity and trust, partnership, protecting people and the environment.

3.11.3. Chevron Nigeria: Goal-Oriented Performance Management System

In the competitive market environment, organisations need high performance from the employees. Employees at Chevron Nigeria need feedback on their performance as a guide to future behaviour. Specific and timely feedback helps the employees in planning for their careers, training, and development decisions, pay increases and helps in making other important decisions. The human resource department at Chevron uses the information gathered to evaluate the success of other functions such as training and development, recruitment, selection, orientation and human resource activities. The appraisal system carried out in Chevron is called the goal-oriented performance appraisal system.

Previously appraisal at Chevron was done from one year after the starting date of the employee. For example, if an employee was engaged in January then the appraisal would be carried out every January. Similarly, if another employee was hired in March then his/her appraisal would be done every March. This system caused a lot of workload, as the human resource would the whole year round be working on appraisals.

However, this practice has changed, presently, the appraisals are carried out at the same time every year for all employees. Regardless of the starting date, appraisals are performed in January, and the human resource department has introduced a fully objective goal-oriented appraisal system.

Chevron holds a performance alignment workshops for the managers to help in setting objective and quantitative goals for the employees. Through this system, Chevron intends that only quantitative and measurable objectives be set for the company. Usually, what happens to most of the appraisals and goal-based systems is that goals are set in the beginning of the year and come up only at the end of the year. But presently, Chevron has introduced a new appraisal form.

A section of the new appraisal form to be filled is the feedback tracking section. In this section, the manager and the employee are requested to sit as least quarterly and discuss the goals that were set at the beginning of the year. Then they are required to write the particular feedback received along with the date the feedback was received.

The reason of doing this, is to ensure that the goals that were set by the employee and the manager should not be undermined, rather, it should play an active role in the performance of the employee and the department. The goals that are decided and the feedback of the employee help in achieving the set goals.

3.11.4. Personal Prejudice and Halo Effect

Chevron takes interest to ensure that the personal biases of the managers and the halo effect do not influence their appraisal system. Employees are given the opportunity to provide comments, because there have been cases when the employees have complained against their managers of discrimination. In order to minimize biases, in this new system, the objectives of the employees are jointly decided. Even if the managers have some different personal opinion about the employees that would not appear on the appraisal form.

To minimize scoring almost every employee the same marks, there is an option whereby the manager would have available ratings such as Excellent, Good, Satisfactory, Poor. The ratings are in accordance to employees' performance in line with set goals. For example, either an employee exceeded the set goals, met the goals, or was not able to meet the set goals. This process will ensure that the correct results come out.

Therefore, both the manager and employee will have to set their goals keeping this aspect in mind. This will improve the appraisal process and provide results on the basis of which the employees will be judged.

3.11.5. Possible Problem with the New Appraisal System

The end of year appraisal ratings is most likely to affect employees' most recent actions or works. Although, the feedback tracking system being used by Chevron helps in minimizing this effect. This is achievable if the feedback system is properly used by the managers and employees. Timely feedback would be given to the employees from time to time, as a result, when the final appraisal is performed at the end of the year, both the managers and employees know what was written in the report.

This feedback tracking system minimized the likely last actions effect as the managers and the employees continually keep track with the goals they themselves set for the department and the individual employee. Accordingly, the quarterly feedback system keeps the goals in view of the department and the employees.

3.11.6. Employee Comment Column

As earlier discussed, the new appraisal form has columns for both employees and managers comments. For examples, the employee comment column, provides the opportunity to give as many comments as they want to; this is a very positive aspect.

The contribution of the valuable comments of the employee forms an integral part of the appraisal system. The employee is given the opportunity here to comment on anyone, and give reasons for such comments, for instance, what were the causes for the employee not attaining his/her goals. Thus, this increases the motivation and performance of the employee.

This process also provides the employee the opportunity to voice any concerns regarding the appraisal system. There have been complaints where some employees were of the view that they have been discriminately treated by their managers. Chevron takes such allegations seriously. When such complaints are aired, an investigation is immediately launched to verify such allegation or condemn it. Positive steps are taken to mitigate the concerns of the employees as such an unpleasant situation is destructive to the morale of the employees as the working conditions of the department are affected.

3.11.7. Managers Comments Column

The manager indicates whether the employee's performance was acceptable or not during the period reviewed and the manager is also required to justify his/her own comments. This is the area upon which the final decisions are to be taken such as the increment in wage, promotion, transfer or any other human resource decisions. The manager also has to justify his claims regarding each employee.

Similarly, if the manager is of the view that the employee has failed to meet his/her targets then the employee will have to refer to the goals to prove his statement. As the appraisal form is prepared before the employee and he/she knows what is written, this does create a sort of hurdle for the manager to be open about the bad performance of the employee.

The human resource department justified its timing of the appraisal with the increments. The appraisal has to be done every year in December and the changes are to be implemented immediately after that in January. The justification provided was that when an employee's appraisal is performed, the expectation is to be rewarded as soon as possible. However, if the employee is not rewarded immediately, and his increment comes after six months, then he/she would not be able to associate the reward to his/her performance. The company always seeks to complete this process as soon as possible.

The disadvantage here is that if the appraisal and the rewards are done concurrently, then the manager would not be able to give their fair contribution to the appraisal report. Thus, to correct this bias, the managers and employees are required to remain objective and the key focus of attention should be the objectives that have been set.

To deal with this flaw in the process, the major emphasis of the appraisal process is on the quantitative and easily measurable objectives. This helps remove some of the effect of the timing which the appraisal process may have on the managers. Usually, managers and their employees become good friends which may influence the neutrality of the process. To prevent this, the process focuses mainly on the quantitative aspects of the process.

Conclusively, the performance management systems in the Nigerian oil and gas industry carries profound implications for both employees and companies. For employees, performance management has direct implications for rewards and recognition. Companies invest substantial amounts of financial and non-financial resources on performance management systems. Fletcher (2004) argues that employee consultation and integration (Brudan, 2010) are vital

because it enhances employee's organisational citizenship and its effectiveness. Therefore, employees' perceptions of the system should be convinced that the system is useful and fair. Employees' negative perceptions of the system may carry numerous adverse consequences.

Perceptual processes are a potent determinant of behaviour. Messer and White (2006) found that employees' perceptions of fairness affected their likelihood to perform organizational citizenship behaviours. In this case perceived unfairness and ineffectiveness of performance management systems can result in counterproductive and sometimes detrimental behaviour from employees.

3.12. Summary of the Chapter

This chapter has gone at length to give the historical back ground of Nigeria, the discovery of oil, the political and economic interplay in the Nigerian oil and gas industry. The roles played by HRM practices and the depth of casualization of labour in the industry. The background of the three oil companies (Shell, ExxonMobil and Chevron), and the types of employment contracts operational in the industry.

The three oil MNCs are increasingly taking the issue of performance management seriously in view of its merit as a tool for increasing productivity, efficiency and remaining competitive. Performance appraisal provides organisations with an opportunity to assess the employees' behaviours, attitudes and areas in which further improvements can be achieved. The outcomes of this evaluation process can be used for the purposes of reward management and providing employees with training and development opportunities which contributes towards their motivation, effectiveness and productivity.

it is worthy to note that the three (Shell, Exxon Mobil, Chevron) oil multinational companies (MNCs) operates two-tier labour force (permanent and non-permanent) workers that frequently work as a team but managed under differential terms and conditions of work. The issues of performance management system in the industry form a significant portion of employees' fairness perceptions of the system, this is not peculiar to permanent employees alone, but more of the contract staffs. This is because contract staff who forms the larger proportion of the entire workforce are not officially appraised like their permanent counterparts, hence, lacks all the incentives such as: reward, recognition, promotion, training and development.

This simply implies that the model of employment relations in which the employees at any given workplace are workers of the same employer or have same terms and conditions of work can no longer be taken for granted (Acas, 2012: 2). Thus, cheap labour and cost reduction has significant effect on employment relations, and particularly, those on non-permanent employment contracts. Hence the much-perceived unfairness and discrimination in the performance management system.

 Konovsky (as cited in Narcisse & Harcourt, 2008) argues that the importance of fairness lies in its role as a primary organisational value and in understanding the consequences of employee fairness perceptions. The author argued that perceived unfairness and ineffectiveness of a performance management system can result in unproductiveness.

Although, the level of performance appraisal awareness is high among the employees of the industry, but satisfactory level appears low. Thus, understanding the complexities surrounding the implementation of performance management in the Nigerian oil and gas industry would require a thorough investigation of various components which would be discussed in the next chapter. Accordingly, Chapter 4 sets out the methodological strategy adopted for this study, with detailed overview of the philosophical position that underpins the subject under investigation. This is crucial, to achieve the aims and objectives of this study.

Chapter 4: Research Methodology

4.   Introduction

This chapter explains the basis for the methodology adopted in the study to answer the research questions. The chapter also provides a discussion of the key features of the methodology used to answer the research questions to meet the research aims and objectives. The research concepts that are relevant for this research are analysed to provide reasons that justify the selection of a social constructivist philosophy in qualitative research, case study research approach, sampling and data collection techniques. The aim of the chapter is therefore, to demonstrate the basis upon which the relevant research decisions were arrived at to address validity and reliability issues in a qualitative research.

Firstly, the methodology is aligned with the literature review (the problem, research question and aims) and then the flow of work is highlighted in a diagrammatic format to show the relationship of the methodology on other research phases. The background of philosophical choice is given to highlight the suitability of overall philosophical choice. Alternative methods are also discussed and shown why they have not been the best to answer the research question; and why the chosen methods engage best addresses the issue of performance management implementation. By employing secondary data (literature review) and primary data collection (interviews), to establish elements shaping performance management and employees' perception of the system, the research question is explored and answered with valid data from key sources.

Figure 6.   Methodology towards the study of PM in the Nigeria Oil and Gas Companies

Literature Review

Research Questions and Objectives

Research Design

Research philosophy — Social Constructionism

Research Approach — Deductive/ inductive

Research Strategy — Multiple case studies → Case A Case B Case C

Research Methods — ▪ Semi-structured Interview

Triangulation of Data
▪ Different classes of respondents (semi-structured interview)

Sampling procedures — Non- probability sampling - Purposive
▪ Snowballing

Data Analysis — ▪ Thematic Analysis (Identifying themes with the inclusion of quotes)

Discussion of Findings

Implication

Contributions and Recommendations

Conclusion

4.1.   Qualitative Approach

This section reviewed key concepts and principles of qualitative approach and discusses the extent to which they served as a useful methodological instrument for the research study. By presenting the ontological and epistemological position of qualitative approach, this section also provides explanations about other philosophical worldviews, and why they were not adequate in finding answers to the research questions. The research questions are closely related to the process of understanding the main concepts of qualitative approach, the importance of understanding social inquiry and that reality is socially constructed. Qualitative inquiry process (social constructivism) seeks understanding of a social or human problem, based on building a complex, holistic picture, formed with words, reporting detailed views of informants, and conducted in a natural setting. This is against the views of other philosophical worldviews, such as positivism which focuses on empirical regularities, thus preventing from raising a question why things occur as they do.

 This research answers questions about (i) How is PM implemented among employees? (ii) What are the elements shaping PM in the selected oil and gas companies and how do they do so? (iii) How do employees and managers perceive the PM implementation process? (iv) How can PM better be implemented and managed?

4.2.   Research philosophy and Ontology/Epistemology

Saunders et al. (2012, p. 128) alleged that research philosophy indicates the way and manner researchers think about the development of knowledge which equally affects the techniques use in carrying out the research. The most important of these assumptions are those relating to ontology and epistemology. Ontology is concerned with questions about the nature of reality, for instance, social scientists are confronted with the core ontological questions, whether reality is given 'out there in the society, or by a person's perception' (Saunders, 2012, p. 131). The ontological position is associated with and underlies the epistemological stance describing the view taken of reality and the role of knowledge regarding that reality. A variety of ontological and epistemological stances has been taken in existing research in the fields of performance management. Ontologically, this research is an objective reality that really exists, for example,

there is so much concerns on the implementation of performance management and the elements shaping it in the Nigerian oil and gas industry (see chapter 2).

Much related to ontology and its views of what constitutes reality is epistemology. The epistemological position explains how the knowledge creation process of research occurs in practice. Epistemology regards views as the most suitable ways of exploring the nature of the society as well as what is considered as knowledge, its sources and extents of knowledge (Easterby-Smith, Thorpe, & Jackson, 2012:17; King & Horrocks, 2010; William, 2006). For example, from the epistemological view, semi-structured interviews can expose some aspects which are bound to be eluded by other methods, such as, worker perceptions of the implementation of performance management and expectations. This is achievable because of the exclusive interactive disposition of the questioning and evaluation, which enables the researcher to explore further with additional questions, based upon the respondents' previous feedbacks.

More generally, methodology refers to the constellation of coherent assumptions expressed in the form of specific methods or procedures that are employed to understand a phenomenon. These perspectives shape people's understanding of social phenomena and their worldviews. As the foundation of knowledge, paradigms justify how researchers interpret reality. This has often led to unending debates about whether an objective reality exists or whether reality is only constructed and derived through social interpretations (Tronvoll et al., 2011). On this background, there are two main contrasting philosophical approaches to research in the social sciences: positivism and Subjectivism (interpretivism/social constructivism), the positivist approach being closely associated with quantitative research methods, while subjectivist approaches are associated with qualitative ones (Robson, 2003). These are discussed in the following sub-sections.

4.3. Positivist Worldview

A positivist approach to research explains the nature of the world as existing regardless of people's perceptions of it, and that experiences can be described in terms of objective facts that are essentially value-free; hypotheses can be tested against these facts, and causal relationships can be demonstrated between events. This perspective takes no account of the fact that social science is involved with the understanding of human phenomena or cognisance of the nature of human perceptions.

According to Trochim (2000), the positivist approach is considered as a means of getting at the truth through science to make sense of the world to predict and regulate it. Furthermore, it is said that the world is predictable as the law of cause and effect exists; hence, using a scientific method, these effects are evident. Thus, science is an automated part of the positivist approach. A deductive approach is a scientific paradigm where postulated theories are tested. Hence, the central point of a positivist approach is the notion of empiricism where in undertaking a scientific work, observation and measurement are important. That is why experiment is emphasised, in the bid to understand natural laws through total observation and manipulation.

This approach is not suitable for this study as inductive reasoning is used for this research where there would be an investigation of issues where answers would be inducted rather than testing theories and drawing hypothesis. In addition, within the study of performance management implementation and elements shaping performance management, there are limited theories to be tested and these elements are not static. As a result, positivist claims to objective knowledge have severe theoretical limitations that do not allow deeper understanding of organisational phenomenon and human behaviour (Lincoln & Denzin 2003; Prasad & Prasad 2002). To overcome this weakness, proponents of constructivists' approaches contend that research on organisations should consider the 'lived experiences' of individual members of organisations or their clients as the basis of empirical knowledge (McCormack 2000; Prasad & Prasad 2002). This makes this study skewed towards subjectivism

4.4. Subjectivism: Interpretivism and Social Constructivism

Subjectivism philosophy claims that social phenomenon is created from perceptions and consequent actions of social actors through the process of interaction (Denzin & Lincoln, 2005). Two forms of subjectivism philosophy include interpretivism and social constructionism. From the interpretivist point of view, a phenomenon emanates from individual's perceptions of what constitute an action. On the other hand, constructivism claims that people actively construct new knowledge as they interact with their environment, this points to the unique experience of individuals within a social context (Crotty, 1998, p. 58). Individual's experiences, feelings, thinking and interpretations of the phenomenon investigated are fundamental issues in the constructivist worldview. This involves comprehensive explanation why and how individuals view different experiences, rather than searching for external causes and basic principles to explain their behaviour.

Thus, exploring performance management implementation and employees' perception research within environmental context with political, social and economic factors, subjective constructivism may perceive performance management system as a biased system that favours only privileged few employees; this assumption may and may not be correct in this context. Although, this view is subjective in the sense that, some employees perceived the performance management implementation as inhibiting their promotion and career progression. In a different light, they as well perceived the implementation of performance management process to be economically and organisationally driven.

This study therefore, attempts to make sense of the environment in which performance management is implemented and the researcher attempt to understand the subjective reality of employees' perception to be able to make sense and understand their motives.

This paradigmatic position is based on how people make sense of world in which they live and come to understand it through their life experiences and relationships with others and shared values (Easterby-Smith et al., 2004). Maxwell (2010, pp. 10-13) argues that in the social constructivist paradigm reality lies in the experience of the participant because multiple realities associated with different groups, events, and perspectives exist and this is rarely understood by others; therefore, establishing a direct contact is required to try to know and understand people's experiences and the common methodologies for these are mainly qualitative methods such as case studies and interviews. A contrasting view of this paradigm is put forward by Cohen et al. (2007, p. 22) who views it as "…a theoretical point of view that advocates the study of direct experience taken at face value; and one which sees behaviour as determined by the phenomena of experience rather than by external, objective, and physically described reality".

An empathetic view of the researcher is crucial to a social constructivist approach. However, in exploring the research area understanding employees view point could be challenging. It is being argued that this approach is suitable for conducting business research especially in human resource management, marketing and organisational behaviour as this area could be complex but at the same time distinctive (Saunders et al., 2009, p. 116).

The research is exploratory and seeks to understand performance management implementation, elements shaping it, and employee's perceptions in the three oil MNCs in Nigerian, which is an

under-researched area. A qualitative research method is seen as most appropriate to facilitate close contact with HR managers, line managers, employees (permanent and non-permanent) and third-party labour contractors to get the "direct experience of social settings and fashioning an understanding of social worlds" (Bryman & Bell, 2007, p. 627). This study involves analysing the experiences, interpretations and views of HR managers and specialists, line managers of other functional departments, senior managers and others who are involved with people-related issues on the nature of performance management implementation. It includes obtaining information on the elements shaping performance management, its implementation, and the roles of the managers and employees' views across the three case companies. Consequently, a social constructivist research approach was also logical "… to get the rich insights into the complex social world" (Saunders et al., 2012, p. 137).

4.5. Justification for the Chosen Research Philosophy

Given the aim of the research and the nature of the study, which was to explore and evaluate the implementation of Performance Management in some selected
Oil and Gas companies in Nigeria, a social constructivist philosophy has been adopted for the following reasons:

❖ Social constructivism worldview is appropriate in studies that deal with how people individually or collectively experience, feel, and can explain what it is to them not what is universally held (Maxwell, 2010). PM in these organisations can only be related and explained by those involved in the implementation process. In understanding the experiences of employees as it relates to PM, it is relevant for researcher to be part of the study to establish the interaction and relationship between participants, and the environment. According to Easterby-Smith et al. (2008), Amarantunga et al. (2002),) and Patton, (2002), these authors argues that Social constructivism, researchers cannot be detached from the studies conducted.

❖ The study falls in line with Maxwell's (2010) view that in social constructivism, reality lies in the experience of the participants because multiple realities associated with different groups, events, and perspective exist-not just objective truth-and others rarely understand this. This therefore means that establishing a direct contact is required to try to know and understand people's experiences and perceptions. The common

methodologies for these are mainly qualitative methods such as case studies and interviews which are also used for this study.

❖ The research involves employees in the Nigerian Oil and Gas companies and how they implement and perceive the PM process. Hence, it was important to ensure that the researcher was able to establish a personal interaction with the research participants to reach a better understanding of the concept of Performance Management. Indeed, in phenomenological studies, Moustakas (1994) prefers to consider participants as co-researchers, so different from simply being respondents to a survey, Hence, subjectivity or social constructivism was more appropriate to gain insights into the underlying ontology of such a socially constructed world (Bryman & Bell, 2007; Saunders et al., 2009).

❖ Social Constructivism is also appropriate when the study is highly dependent on the interaction between the researcher and the case participants. The research is social in nature dealing with the interactions, beliefs, realities and experiences of people as it regards PM in selected Oil and Gas organisations the perceptions of people about PM and the elements shaping PM. Social Constructivism views reality as subjective, that is no reality exist, instead people construct reality based on their experiences.

❖ Social Constructivism paradigm is required for this study as social reality is highly subjective and therefore not amenable to quantitative methods (Collis & Hussey, 2009). The researcher in this case has close contact with the research participants who were considered as co-researchers involved in an endeavour for more effective management. It was believed that this paradigmatic approach would enable the researcher to interact with the organisations being studied, and thus facilitate a more nuanced understanding of the phenomenon being investigated.

❖ Social Constructivism is argued as suitable for studies where people's perceptions, experiences, and behaviours form the most important reality, and where the studies are interested in unveiling interpretations and values behind people's experience and behaviours. This seem to be appropriate to the current study as the study examines the

perception of employees about PM process and also the elements shaping the PM process.

4.6.   Research Strategies

This section discusses and justifies the chosen strategy. Research strategy may be defined as a broad orientation that was engaged in addressing research questions in an investigation. The work of Yin, (2009); Gill and Johnson (1997) indicates that there are different ways to categorise research strategies, for example, they could be categorised under three main categories: experiment, surveys and case studies. In addition, Saunders, et al. (2012) classified the strategies into seven different categories: archival research, action research, survey and case studies, ethnography, grounded theory, and experiment. The focus is on discussing the case studies approach as this is relevant to this study.

4.7.   Case Studies

Case study is defined by Yin (2014, p. 16) "… as an empirical inquiry that investigates a contemporary phenomenon within its real-life context, especially when the boundaries between the phenomenon and context are not clearly evident". Features of a case study include a selection of a small number of cases or a single case related to a specific situation; data collection through a wide range of techniques such as interviews, documentary evidence and observation. Therefore, by the disposition and exploratory nature of the research questions the case study approach was considered much appropriate for this study. This approach permits a more comprehensive investigation and understanding of how performance management is implemented among the employees of the selected case companies, and what are the elements shaping performance management in the industry, as well as, the employees and managers perception of the performance management implementation process.

The case study approach helps the researcher in understanding the phenomenon, moreover as it is conducted in a real-life context. For example, as most scientific experiments are repeatedly conducted by using multiple cases, so also is case study research using multiple exploratory samples on the same research phenomenon (Yin, 2014, p. 4). Hence, this study adopted three-selected oil MNCs (Shell, ExxonMobil, and Chevron) from the Nigerian oil and gas industry as cases to be treated. Selecting cases randomly is not a preferred way, as suggested by Eisenhardt (1989), rather a focused strategy should be adopted in case selection (Patton, 1990).

The cases selected for this study were based on the fact that rich data regarding the phenomenon under investigation would be provided.

Yin (2014) further established that the singular need for case study, proceeds out of the quest to understand complex social phenomena. This allows the researcher to close in on a case and have a holistic view and in-depth exploration of important features of real-world events, such as, performance management implementation and employees' perception of the process. As such, the case study requires one-to-one interaction with the people involved through semi-structured interviews. Although, Yin, (2014, p.106) recommends other forms of evidence, which can be applicable to case study approach, that is distinct from qualitative method. Thus, Yin provides the following illustrations by evaluating their advantages and disadvantage. See Table 4 below:

Table 4: Yin Source of Multiple Exploratory Samples (Source: Yin, 2014, p. 106)

	SOURCE OF EVIDENCE	ADVANTAGES	DISADVANTAGES
1	Interviews	Targeted - focuses directly on case study topic. Insightful - provides explanations as well as personal views.	Bias due to poorly constructed Questions. Response bias. Inaccuracies due to poor recall. Reflexivity - the interviewee gives what interviewer wants to hear.
2	Direct Observation	Immediacy - covers events in real time. Contextual - covers context of event.	Time consuming. Selectivity - unless broad coverage.
3	Physical artefacts	Insightful into cultural features Insightful into technical operations	Selectivity Availability
4	Documentation	Stable - can be reviewed Repeatedly. Unobtrusive - not created as a result of the case study. Broad coverage - long span of time, many events and settings.	Retrievability - can be difficult to find Biased selectively, if collection is incomplete. Reporting bias-reflects (unknown) bias of author. Access may be deliberately blocked
5	Archival Records	[No editing for documentation above] Precise and quantitative.	[No editing for documentation above]. Accessibility due to privacy reasons.

Source: Yin (2014: 106)

Based on the information summarised in Table 6 above, this resulted in the researcher's decision to use interviews. Triangulating these sources of data from the three cases in a

complementarity form provides answers to the kind of questions that are perfectly addressed by case study research, the "what, why and how" questions which are posed by contemporary event and mainly concerned with presenting valid representations of reality (Yin, 2014, p. 10).

The "what and why" questions enquired of the elements shaping performance management, "why" is performance management implementation significant to the organisation, and how is performance management implemented. Based on these terms to be explored, the quantitative approach would not be appropriate for several reasons. Firstly, surveys are limited in providing deep insights regarding understanding the context within which performance management is implemented. Secondly, the variables in explaining employees and managers perceptions of the process are not clear; hence surveys are not appropriate as it is difficult to use them in extrapolating causation. Thirdly, whereas open-ended questions would be suitable for qualitative study in the field, the survey would be inadequate and unproductive due to the use of questionnaire, and time consuming in the process of interpreting and analysing data. Hence, a quantitative approach is not recommended as this does not fit into the context being studied, rather a qualitative approach is being adopted for this study (Yin, 2003; Chew, 2001; Napier & Vu, 1998).

The preference for the qualitative method is said to be suitable when the study generally performs the function of either or all the following: descriptive, exploratory and explanatory methods (Yin, 2014:7; Leedy, and Ormrod, 2005).

4.8. The Exploratory Approach

The exploratory approach is a useful means of probing action of events and gain understanding about a phenomenon. Its aim is to develop theory rather than test it, and it can likewise bridge the gap in an existing literature (Saunders, et al. 2012, p. 171). It provides an opportunity for the researcher to gain fresh insights of a phenomenon (Creswell & Plano Clark, 2007, p. 75).

This approach is based on the following premise

- Design a representation of situations
- Develop new theory or framework
- Useful in discovery problems that lies within the phenomena
- Developing methods for measuring and finding more information
- Develop and recommend questions for future research

4.9. The Descriptive Approach

The descriptive approach narrates the dispositions of certain situations, context, actions, relationships, organisations or human beings. This form of research requires to either identifying the traits of an observed events or exploring feasible interrelationships between two or more phenomena. This method can be favourably utilised when describing factions, organisations and communities.

The underlying principle of this approach is to explain situations and to anticipate actions (Neuman, 2013, p. 38). Therefore, it facilitates the explanation of human behaviour in organizations, communities, factions and by explaining people's attitude, it can be controlled

The purpose of a descriptive research study involves the following:

- To present a graphic and comprehensive picture
- To trace fresh and new data which will excite new thinking
- To explain series of phases
- To produce a set of classifications
- To create a causal relationship and
- To present the basic setting of events

4.10. The Explanatory Approach

This approach is utilised in situations where a phenomenon is already known, and a description is made. The reason to know why it occurred is the intention of carrying out an explanatory research study. For instance, *using qualitative data to explain significant (or non-significant) results, outlier or surprising results* discovered from quantitative data (Creswell & Plano Clark, 2007, p. 72). This method enables the researcher to test the validity of specific claims within the real-world context. It develops from the actual field of descriptive and exploratory designs and moves on to ascertain the reasons why certain things happened.

The purpose of this approach is to:

- Test a theory's assumptions
- Broaden and amplify theory's interpretations
- Expand a theory to new developments
- Supporting or refuting an assumption

Yin, (2014, p. 7), reveals that all three approaches, exploratory, descriptive, and explanatory can be used for every research method; the only issue would be to guard against misfit. Considering this, this study seeks to apply both exploratory and descriptive approaches at different phases of the research as it would be appropriate to address the research questions. How this application is conducted is discussed in more detail in chapter six.

Conclusively, a unique strength of the case study strategy is the capability of incorporating a range of data, for example, interviewing, documentations, observations and archives. Multiple data sources can aid to address the problem of formulating validity as these provides multiple ranges of same construct (Yin, 2009). Also, Case study strategy is an avenue through which specific responses are identified and expounded, particularly, those associated with the respondents' attitude. This strategy also provides a platform through which real-life proceedings are investigated whilst retaining the meaning and holistic nature of the events; complex social phenomena are understood, and flexibility afforded as the researcher could adjust and rephrase questions without distorting the aim and objective of the research.

In contrast, a major criticism of the case study strategy is the external validity or generalisability. According to Bryman, (2004: 51) cases are anticipated to provide the right context for specific research questions to be answered and not because cases are the ultimate or very great. However, Yin (2014: 57) indicates that the most significant issue is not whether the findings can be generalised largely, rather how well the researcher generates theory out of the findings.

4.11. Justification for Case Study Approach

Importantly, it is the socially constructed nature of reality (ontology). Ontologically, the study is an objective reality that exists.

The case study approach afforded the researcher the opportunity to study the phenomenon in its natural setting and meaningful theory emerged from the observation of actual reality. Also, since this study focuses on contemporary issues, the case study strategy was viewed as appropriate because it enables in-depth insights into the phenomenon investigated in its context.

Welman et al. (2005) placed emphasis on the use of case studies as a single system of analysis, which involves human beings, companies or groups comprehensively investigated. Therefore, a case study leads towards understanding the distinctiveness and traits of a phenomenon in its

complexity. Welman et al. (2005), reinforces the importance of carrying out investigation in its context, it helps to understand the natural situations of the phenomenon.

The case study research approach goes beyond ensuring an in-depth understanding of complex problems but can also increase experience or enhances the knowledge of existing research.

4.12. Why Three Cases?

Yin (2003) made a clear distinction between a single and multiple case studies. A single case relies on a case whilst a multiple case investigates several cases. According to him, a single case study is conducted for three main reasons: an existing theory is being critically tested; there exists an exceptional and uncommon case; and the case might be expository. Nevertheless, caution is required in using a single-case design as eventually; the case may not indicate what it seemed it might from the start. Additionally, generalisability could be limited, and biases exist where a single event is misinterpreted or guessed because of 'unconscious anchoring' (Leonard-Barton, 1990). In the light of this, Yin (2014) argues that the only way to guard against bias is to use multiple cases and that:

> "…the evidence from multiple cases is often considered more compelling, and the overall study is therefore regarded as being more robust. A major insight is to consider multiple cases as one would consider multiple experiments" (Yin, 2014, p. 57).

Therefore, multiple-case design is promoted by several researchers because of: improved generalisability (external validity); extensive understanding and elucidation; and observer biases are contained. Besides, Stake (2005) alleged, to get a better understanding of the research problem, there is need to choose cases that are very significant, hence the three oil multinational companies selected amongst others in the industry.

Primarily, the study utilised a multiple case study design to enable a systematic investigation towards achieving the research aim and objectives and to increase the reliability and validity of the investigation (Denzin, 1989).

Even though there are arguments on the number of cases that should be used, Perry (1998) believed three cases is appropriate. Voss et al., (2002) noted that a smaller number of cases would yield greater depth of understanding. Furthermore, conducting a multiple case design is more cost and time consuming and may exceed the resources of an independent researcher.

4.13. Rationale for the Chosen Industry and Three Oil MNCs

The Nigerian Oil and Gas companies have been selected as suitable cases due to its strategic importance to the economy. The importance of the Oil and Gas industry cannot be downplayed as it is a major contribution to the Nigerian economy by providing more than ninety percent of its foreign exchange and the industry as the mainstream of the Nigerian economy (Mbeni, 2014). Also, majority of research on performance management has been in other sectors like the financial sector, health sector and education sector with little reference to the Oil and Gas industry. Moreover, this is the first example of a qualitative explorative study on the implementation of performance management and employees' perception of the process in the context of Nigerian oil and gas industry. Furthermore, despite the growing number of the implementation of performance management in developed countries, little attention is given to this phenomenon in the developing countries with respect to employees' perception of the process compared to developed countries (Lawler *et al.,* 1995; Arthur et al., 1995; Napier & Vu, 1998; Myloni & Harzing, 2001).

Also, in multiple-case studies, if there are similar findings across the cases, then it would be said that replication has occurred, and results are stronger when more replications occur. These cases are selected as they are likely to provide some rich data given their disparity (Yin, 1994, 2003; Blumberg et al., 2008).

This study carried out an exploratory investigation on three oil MNCs (Shell, ExxonMobil, and Chevron) Nigeria and these represent a fair reflection of size and diversity. The justifications behind these companies are:

a. Origin and diversity: Shell is a Dutch company, ExxonMobil is a US company, while Chevron is from California.
b. These three oil MNCs are the largest oil producing companies in Nigeria oil and gas industry
c. They are into joint venture partnership with the Nigerian government
d. They have the highest numbers of employees, particularly, non-permanent workers
e. Yin (2003) suggested that researchers should cautiously select cases to be studied so that each case selected either, predicts similar outcomes or predicts conflicting outcomes, but for predictable analysis. Thus, collecting data from these companies

using in-depth semi-structured interviews facilitated comparisons across three giant companies and better understanding of the phenomenon.

f. Stake (2005), emphasises that accessibility should be paramount when considering research site(s). Similarly, Silverman (2002) observed that accessibility and accommodation should be the basis, which guides researchers in their selection of case studies, since accessibility aids in providing relevant and precise information. Thus, in this study, accessibility is one of the major factors for choosing the three companies.

4.14. Accessibility

The researcher had to go to the regulatory bodies of the Nigerian Oil and Gas companies called DPR (Department of Petroleum Resources) to obtain permission to conduct the research by presenting the ethical approval (See Appendix 1 Page 336), information sheet (See Appendix 3 Page 339) and consent sheets (See Appendix 4 Page 342) detailing the aims and objectives of the research. Permission was obtained after two weeks from DRP but gaining physical access to the oil MNCS was a bit challenging. The researcher gained access to the respondents through her relationship (Reflexivity) with some of the management staff and permanent employees respectively.

4.15. Reflexibility and Methodological Implications

I am a Nigerian by Nationality, was born and raised in Lagos State, and had my primary, secondary and first-degree education, as well as, over 3 years work experience in Nigeria. This implies that I went to Nigeria to do research not as a stranger to the formal and informal social organisational processes there but with an imagination that I was going to a place well-known.

Having lived and worked in Nigeria- with the national mandatory one-year service with one of the oil-MNCs in Nigeria, this study was expected to be advantageous for me in trying to understand the participants' behaviour. I also expected that my experience in Nigeria would enable me to engage the respondents meaningfully as I understood the language they used and the culture they lived in.

More specifically, I previously worked with one of the oil-MNCs for seven months as a human resource administrator in 2010. I therefore personally knew some employees across the company and had an idea of the institutional mandate as well as the management culture.

Although some changes had taken place at the company, such as, redundancy and re-engineering since I was last there (9 years back), my previous involvement was expected to (positively and to some extent negatively) influence this study. On a positive note, I had a good working relationship with my peers, supervisor and the rest of the employees which enabled me to gain not only access to the three cases under investigation but also willingness and open/sincere participation from the participants, except some of the contract workers.

Gaining access to a part of the reality where the phenomenon under study is present is considered a paramount determinant of the quality of a qualitative research study (Stenbacka, 2001). The researcher's pre-knowledge of the industry and the context of the case study is also believed to play an important role in ensuring the quality aspect of the results (Yin, 2009).
I however, had a preconceived idea of what the strengths and weakness could be in the employee performance management and the general politics of the industry. This previous experience was expected to influence biased collection and interpretation of data.

Although, there is a consensus in the literature that the identity of a qualitative researchers, and their involvement in the research, influences the process of data collection, analysis, and consequently knowledge generation. Studies on qualitative research such as Bryman & Bell, (2003); Cassell and Symon, (2004); Mason, (2002), agree that generating and analysing data qualitatively should involve critical self-scrutiny by the researcher, or active reflexivity to be mindful of their actions and field role in the research process.
The qualitative researcher thus needs to account for their being there in the midst of a social phenomenon they are investigating, showing, as it were, the hand of the researcher in the whole process. This critical self-scrutiny by the researcher is what is termed as reflexivity.

The practice has different names from various scholars such as, Methodological self-conscious or narrative of the self (Finlay, 2002); Self-analysis (Patton, 2002); and Confessional tale (Van Maanen, (1988). These authors however suggest and emphasise that reflexivity, in whichever way it is termed, is a defining feature of qualitative research because of the inter-subjective elements that are likely to impact collection and analysis of qualitative data.

Some authors argue that qualitative researchers are able to take on different kinds of modes of reflexivity depending on their philosophical assumptions (Johnson & Duberley, 2003).

Sceptical positivists are likely to engage methodological reflexivity to take care of issues of validity and reliability of their chosen methodology while those involved in participatory and explanatory research take up epistemic reflexivity which involves being aware of the researcher's social location (Johnson & Duberley, 2003).

While other authors, such as, Denzin & Lincoln (2011) highlights the importance of reflexivity, alleging that it facilitates the process of thinking through what was done, how it was done, consequences of unforeseen research and the effect of issues, such as these on the quality of date generated and information obtained from analysis during the research process. Accordingly, researchers should take care to show something of the process and context of the activities they use to study the phenomenon.

Several suggestions are however available on how researchers should reflexively evaluate ways in which inter-subjective components of their research process such as, social relationships, cultural values, everyday life, language and discipline, impact on the planning, execution, analysis and reporting of their findings.

The afore-mentioned reflexivity generally suggests that being reflexive involves taking care of the impact of (a) the social context on the social phenomenon studied, and (b) who the researcher is (background, experience, beliefs or values) on the research process to enhance the trustworthiness, transparency, and accountability of the research findings (Finlay, 2002).

Accordingly, the approach adopted in this study is what may be described as a mode in-between methodological reflexivity and epistemic reflexivity as suggested by Johnson & Duberley (2003) earlier discussed. By way of explanation, although the study largely took a constructivist approach, looking out for meaning and explanations of respondents' feelings, activities and behavioural responses to managers in the context of a Nigerian bases industry. Prior experience with the social context of the phenomenon, implied that it was possible to considered strategies to reflexively work with issues that were likely to arise as the result of the chosen data collection methods.

This also implies that it was not my objective to demonstrate an absolute objectivity, rather the process of data collection and analysis was flexible, allowing knowledge to emerge from the social context and events noted during the research process. The objective of collecting and

analysing data reflexively was thus minimised, but not eliminated, and acknowledge the effect of my subjectivity influence on the data collected and the results of analysis.

4.16. Reflexivity during Data Analysis

I acknowledged that my prior work experience in the industry would influence my analysis of the respondent's responses. Prior knowledge, such as, some managers management styles and their behaviours to control some employees (particularly, the contract staff) was likely to bias my interpretation of data obtained from such managers and employees. Two approaches were devised to keep my subjective judgement of such data to a minimum- (a) I looked out for the voice of the familiar respondents in the interview, checking for what I expected from them and then (b) note(d) the difference between what they said and what I expected them to say. I was also constantly checking and asking myself whether I was making up meaning of interview transcripts and field notes or allowing myself to find meaning.

It was possible to imagine what information from an interview was meant to mean rather listening for what it means. Even though I cannot claim complete elimination of subjectivity in analysing of such data, and arguably would not want to do this, the level of the influence my prior experience with former employees was minimised by these efforts to be reflexive. Likewise, the robustness of the sample size immensely contributed to the elimination of subjectivity in the analysis of data.

4.17. Sampling

The selection of the cases is not done randomly but purposefully, in that, the individual, site, event, process, community, or other bounded system to be studied is selected because the researcher is interested in the characteristics it exhibits (Merriam, 2002, p. 179). Hence, selecting the study population in this research, purposive sampling techniques were adopted in choosing the participants that were most suitable in answering the research questions and meeting the research objectives.

Purposive sampling was the most suitable methods for the study, since the research questions and objectives demands selecting specific participants who are considered well-informed and have the necessary information required to answer the research questions. Sekaran (2003) argued that purposive sampling is limited to a set of participants that can proffers the desired

information, either because they are the only ones who have it, or to conform to some criteria set by the researcher.

This is also supported by Creswell (2018, P. 206) who argues that "… in purposeful sampling, researchers intentionally select individuals and sites to learn or understand the central phenomenon". The criteria that is used in choice of participants and sites is whether that are "… information rich…" (Patton, 1990, cited in Creswell, 2018). Hence, the selected respondents were in the best position to provide the necessary information the researcher needed.

Accordingly, the sample for this research were drawn particularly from the human resource department and employees from various departments. These includes senior management, professionals in the field of human resource department, they had oversight of the process, and secondly, they are the appropriate sources of information regarding how performance management is been implemented, Line-Managers, are the ones who gives regular feedback to the employees and who influenced the process at the grassroots; permanent and non-permanent employees, as well as, third-party labour contractors. The third-party labour contractors are the suppliers of contract workers to the above-named oil MNCs.

Therefore, to have a comprehensive understanding of the implementation of performance management, the elements shaping it, and employees and managers perception of the implementation process, it was expedient that the views of various stakeholders who have interests in or are affected by the process were taken into consideration. This is very crucial if the research is to produce a more balance viewpoint on the subject or issue of concern under investigation.

4.18.   The Fieldwork/Data Collection

The researcher got ethical approval in April 2015 (See Appendix 1, Page 336), and the fieldwork span between May and September 2015, in Nigeria, and the interviews took place in Lagos. Visits were made to the office of Directorate of Petroleum Resources (DPR), and later to Chevron, ExxonMobil and Shell.

These visits were necessary to intimate the respondents of the research purposes and to build trust with the respondents. An informal dialogue ensued based on preliminary interview questions, and through these discussions, the researcher was privileged to know the names of some participants to proffer the right answers to the research questions. Thereafter contacts

exchanged and appointment for the interview was scheduled. Thereafter contacts exchanged and appointment for the first interview was scheduled. However, the informal discussion that ensued based on the preliminary interview questions led to a Pilot study of the qualitative questions.

4.19. Pilot Study

A pilot study as defined by Saunders et al. (2007, p.606) is

> "…small-scale to test a questionnaire, interview checklist or observation schedule, to minimise the likelihood of respondents having problems in answering the questions and of data recording problems as well as to allow some assessment of the questions' validity and the reliability of the data that will be collected".

The pilot questions helped to understand the practical features and to explore the concept of performance management implementation at the industry level. Spending time carrying out the pilot study had added advantages. It presented the knowledge to assess the logistics of the fieldwork, such as, appropriateness of questions, response rates, timing, and resources. The Pilot study was a useful mechanism in the planning process of the actual fieldwork; it improved the effectiveness of the research questions.

The pilot study established that semi-structured interview is a suitable exploratory method. They allowed for a formal set of questions to drive the interview forward, as well as, allowing for the exploration of other issues of concerns, should the need arise. In this regard, the researcher could raise issues that warrant more explanation, or which are unlikely asked under structured approach. The semi-structured interview requires time management skills, acquired through the pilot study. The acquisition of time management skill was particularly useful at this point, as it helps the researcher identify areas of interests and focus quickly on the questions. This was very helpful as some of the interviews were conducted during strict official hours.

The interview questions were piloted on nine employees from the three case companies before the actual process of data collection commenced. The aim of the pilot study was to identify how well the respondents understood the questions and to ensure that contradictory or ambiguous statements or questions were properly rephrased or deleted, before conducting the interview.

The researcher identified some issues during the pilot study and necessary changes were made which further increased the reliability and validity of the research. During the pilot study, the researcher realised that it was necessary to interview the contractors who carry out the recruitment process for contract employees in the Oil and Gas companies since they are not recruited directly by the organisation to elicit some information from them as well.

Certain changes were also made to interview questions and were reworded and revised better because the responses from respondents were "yes" or "no" which were not sufficient to get the rich full data needed by the researcher e.g. of original questions-Have you ever heard of PM before now? Modified questions were- Can you describe what PM means to you? Can you explain your understanding of PM? In your understanding, can you explain what PM is? The changes enabled the researcher to get richer data and allowed the participants to demonstrate their understanding of PM. The feedback from the participants allowed the researcher to prepare for the main study which helped to improve the quality of the interview questions.

At the end of the pilot study interview, participants were asked to give their opinions on the interview structure and questions to improve the quality and validity of the study. Suggestions and responses from participants allowed the researcher to prepare herself for the main study.

4.20.   Qualitative: Semi-Structured Interviews

The general approach to the interviews was one of a guided conversation aided by a checklist of semi-structured questions to be covered (See Table below).
The researcher has anticipated that unforeseen themes would emerge from the interviews, for this purpose, the researcher did not intend to restrict the interviews by assigning predetermined categories to the interview schedule (Patton, 1990). The purpose was to draw out a range of relevant themes, including unanticipated ones (Bauer & Gaskell, 2000).

This research from the beginning targeted only a key number of informants, using purposive/purposeful sampling. Purposive/Purposeful sampling is a selection based on how valuable respondents are for the pursuit of the investigation (McEvoy & Richards, 2006, p. 67), it is a popular sampling technique in qualitative research. However, as the interview phase progresses, there were emerging contradictory and confusing themes that needed further clarifications, this prompted the researcher to involve some third-party labour contractors and

contract workers who were not originally in the scheme of plan from the beginning. Both the third-party contractors and contract workers are key informants as well, because these workers form the bulk of the workforce in the industry, yet they are not being officially appraised.

4.21.   Question Design and Interview Questions for Managers and Employees

The purpose of designing a question is to extract some information from an interviewee. Nevertheless, the very act of asking a question inevitably causes distortion to a greater or lesser degree in the answer. The designer of the interview questions must have in mind that this can be caused by the dynamics of the interviewee/interviewer, misinterpretation of the question, a wish to fulfil expectations, or a wish to disguise the truth or simply inaccuracies in recalling facts. Oppenheim (1992) recognises this and imagines a possible '… way of looking into the minds of our respondents without having to ask any questions at all.'

Conducting interviews which elicit truths rather than a response influenced and constructed for the interviewer requires careful design and wording, likened to catching an **'elusive fish'** (Oppenheim, 1992). The questions used in the interviews were thus designed with these pitfalls in mind and an attempt to minimise bias and inaccuracies.

Therefore, the design of the interview questions was focused on best practice as regards question length, question wording and question order, in order to avoid negative impact on data accuracy due to respondents' misinterpretation of or deliberate lying in answer to questions (Oppenheim, 1992: Robson, 2002).

Demographic questions are designed to determine the general characteristics of the participants. These questions can be used to segment the respondents into different profiles. In turn, these can be sued to gain insight about specific groups.

The researcher designed questions to be asked at the beginning of the interview. These set of questions sought to provide a demographic and employment overview of the participants as listed below.

Demographic Information

1. Organisation…………………………………………………………………
2. Name ………………………………………………………………………….
3. Position ……………………………………………………………………

4. Years in this position and previous position in this organisation…………………………………………………………………..

5. Total years of experience ………………………………………………….

The main interview questions were designed to achieve the research objectives and answer the research questions. Therefore, Table 5 below includes the Interview Questions also demonstrating how they were designed to correspond with the relevant Research Questions.

Table 5. Interview Questions and corresponding Research Questions

Research Questions	Interview Questions
1) How is PM implemented among employees in the organisations?	1) What do you understand by PM?
	2 a) What does PM mean to you?
	2 b) What are the key objectives of PM?
	3) With your knowledge of PM, how is PM implemented in your company?
	4 a) What are the PM stages in your organisation?
	4 b) How often are these Stages of PM conducted in your organisation (Planning, goal setting, feedback, training, reward, etc)
	5) To what extent are the employees involved in the stages of PM (Planning, goal setting, feedback etc)
	6) Who are the employees responsible for initiating and implementing the PM in your organisation? What are their specific roles? And who are the appraised
	7). How is the PM for contract staff different from that of the Permanent staff?
	8) How is employee performance measured and managed in your organisation?
	9) How are employees recruited in your organisation (Permanent and temporary employees)?
	10 a) Do you think PM has been effective in your organisation?
	10 b) Has it been achieving the intended/stated objectives and results in your organisation?
	11a) What factors helped the effectiveness and which factors didn't help?
	11b) Did the performance of employees/organisation improve after the intervention/implementation of PM?
	12) What are the suggestions and strategies on how to improve PM implementation in your organisation?
2) What are the elements shaping PM in the selected oil and gas companies and how do they do so?	1 a) In your own opinion, what are the elements that enable a successful PM implementation?

	1 b) What are the elements/factors that inhibit/hinder/mar a successful PM implementation?
	1 c) How does this affect/impact PM (Directly or Indirectly)?
	2) How committed is the organisation(management/leadership) towards its performance management implementation?
	3) How does the organisation measure employee performance?
	4) How is the employee rated on his/her performance?
	5) How does the organisation pass important PM information(communication) to its employees?
	6) Which specific organisational resources affecting PM and how?
	7) Are employees carried along with the PM process/implementation? How much of engagement and empowerment is given to employees in the PM process/implementation?
2) How do employees and managers perceive the PM implementation process?	1) What is your perception about how the organisation implement their PM process, give practical examples please?
	2) What is your personal experience about the PM process, has it been a true reflection of an actual performance?
	3) Has the PM in your organisation been transparent and objective?
	4) Is the reward system in place consistent with the employee input?
	5) How fair is the process and outcome of the PM?
	6) What is the possible outcome of PM for employees (permanent and contract employees)
	7) Would you say PM motivates or demotivates employees?
	8) How has the performance of employees improved after PM implementation?
4) How can PM be better implemented manged?	1) How can the performance of employees be better managed and improved?
	2) How can the organisation help to improve PM implementation?
	3) How can employees work together to improve PM implementation in the organisation?

4.22 Sampling of Interviewees, Response Rate and Interview Techniques

Key informants are respondents that can provide vital information on the phenomenon under investigation. They can be experts on the phenomenon, either through their official roles, or informally given their absorption in the context of the case study research settings. They may likewise have insight into the wider social, political and economic context. They can also act as a link to individual respondents, and therefore, play a significant role in the research process

Hence, respondents selected across the three oil MNCs, are significantly critical to the subject under investigation. They are of various categories: senior managers, line managers, permanent staff, contract workers, and third-party labour contractors. The total respondents interviewed were 53 in number as shown on Table 6 below. To Bauer and Gaskell (2000, p. 9) large numbers of respondents do not guarantee a better-quality dataset, however, they argue that it is more appropriate to employ a wider range and variation of experiences, views and perceptions, which will enhance findings.

Table 6: Number of interviewees in case study organisations

Category	No. of Interviewees	Chevron Case Study A	ExxonMobil Case Study B	Shell Case Study C
Senior Manager	6	2	2	2
Line Managers	8	3	2	3
Permanent Staff	18	7	5	6
Contract Workers	19	7	6	6
Labour Contractors	2			
Total	53			

The researcher asked some introductory questions before the relevant questions. These set of questions sought to provide demographic and employment overview of the participants.

Table 7. Demographic Profile of 53 respondents

Int Nos	Interview Code	Gender	Age	Position	Organization Code	Employment Status -Code
1	**RA1**	**Male**	**47**	**Senior Manager HR**	**Org A**	Permanent (SM)
2	**RA2**	**Male**	**45**	**Senior Manager HR**	**Org A**	Permanent (SM)
3	RA3	Male	35	Accountant	Org A	Permanent
4	RA4	Male	31	Project manager	Org A	Permanent
5	RA5	Male	37	Accountant	Org A	Permanent (LM)
6	RA6	Male	39	Procurement	Org A	Permanent (LM)
7	RA7	Female	28	HR Officer	Org A	Permanent
8	RA8	Male	36	Cost Engineer	Org A	Permanent
9	RA9	Male	38	Finance Lead	Org A	Permanent (LM)
10	RA10	Male	34	Accountant	Org A	Permanent
11	RA11	Male	31	Admin Support Officer	Org A	Contract Staff
12	RA12	Female	33	Procurement Support. O	Org A	Contract Staff
13	RA13	Male	29	IT Officer	Org A	Permanent
14	RA14	Male	32	H&S Officer	Org A	Permanent
15	RA15	Male	29	HR Support Officer	Org A	Contract Staff
16	RA16	Male	28	Finance Support Officer	Org A	Contract Staff
17	RA17	Male	34	Project Support Officer	Org A	Contract Staff
18	RA18	Female	33	Admin Support officer	Org A	Contract Staff
19	RA19	Male	32	Procurement Support	Org A	Contract Staff
20	**RB1**	**Male**	**48**	**Senior Manager HR**	**Org B**	Permanent (SM)
21	RB2	Male	47	Senior Manager HR	Org B	Permanent (SM)
22	RB3	Male	41	IT Software Developer	Org B	Permanent
23	RB4	Male	45	Operations manager	Org B	Permanent (LM)
24	RB5	Male	30	Project support officer	Org B	Contract Staff
25	RB6	Male	42	*H&S manager	Org B	Permanent (LM)
26	RB7	Male	40	Accountant	Org B	Permanent
27	RB8	Female	39	Procurement Officer	Org B	Permanent
28	RB9	Male	32	Admin support Officer	Org B	Contract Staff

29	RB10	Male	34	HR Support Officer	Org B	Contract Staff
30	RB11	Male	38	System Engineer	Org B	Permanent
31	RB12	Female	29	Finance support officer	Org B	Contract Staff
32	RB13	Male	31	Procurement support	Org B	Contract Staff
33	RB14	Male	37	Risk Advisor	Org B	Permanent
34	RB15	Male	32	IT support (Junior)	Org B	Contract Staff
35	**RC1**	**Male**	**43**	**Senior Manager HR**	**Org C**	Permanent (SM)
36	RC2	Male	46	Senior Manager HR	Org C	Permanent (SM)
37	RC3	Male	35	Supply chain manager	Org C	Permanent (LM)
38	RC4	Female	32	Accountant	Org C	Permanent
39	RC5	Male	34	Project Engineer	Org C	Permanent
40	RC6	Male	31	IT officer	Org C	Permanent
41	RC7	Male	36	H&S Lead	Org C	Permanent (LM)
42	RC8	Male	33	Finance Manager	Org C	Permanent (LM)
43	RC9	Male	30	Procurement Support	Org C	Contract staff
44	RC10	Male	36	Marine Engineer	Org C	Permanent
45	RC11	Female	31	HR Support Officer	Org C	Contract staff
46	RC12	Male	33	Finance support	Org C	Contract Staff
47	RC13	Male	35	Procurement Officer	Org C	Permanent
48	RC14	Male	34	HR officer	Org C	Permanent
49	RC15	Male	32	Admin Support Officer	Org C	Contract Staff
50	RC16	Male	36	HR Support officer	Org C	Contract Staff
51	RC17	Male	38	IT Support officer	Org C	Contract Staff
52	CT1	Male	42	External Contractor		
53	CT2	Male	47	External Contractor		

Key: *H&S = Health and Safety, IT = Information Technology, HR = Human Resources,

SM = Senior Manager, LM = Line Manager

Some interviews were conducted in the offices (for some staff) and outside the office location at a neutral venue for most of the other staff for fear of somebody eavesdropping on the conversation - the interviewees wished the interviews to be held in private to protect their anonymity and the confidentiality of the information and data disclosed by the interviewee. The other locations included restaurants, recreation centres, libraries, etc. selected at the discretion of the interviewees. The itinerary permits the researcher to spend between 45minutes to 60 minutes maximum with each interviewee. The interviews were all conducted in the health and safety English language.

The researcher informed the interviewees of the purpose of recording the interviews in writing in the consent form and then again verbally before the interviews, which is required to ensure informed consent, anonymity and confidentiality. Some respondents consented before the interview commenced. A Sony Olympus recorder was helpful in this regard. Some of the interviews that lasted for 60 minutes were because a few of the interviewees who wanted to be sure of the information provided, asked the researcher to play back their interview section, which the researcher humbly obliged. The researcher reassured the respondents their anonymity and the utmost confidentiality of information given, as the researcher could deduce anxiety surrounding an element of prying into the companies' affairs and gaining inside information on the strength and weaknesses of the system. At the end of each interview, the researcher thanked the respondents for their time and participation in the research.

However, the required cooperation of the contract staff was not forthcoming. Some contract employees after being approached refused to participate with excuses of being busy and not able to make themselves available for interviews. Some were bold to voice their fears of implicating themselves and putting their jobs at risk if granted interview. Others needed reassurance on the issue of confidentiality, while some were not straight forward in responding but kept tossing the researcher around. The researcher finally gets around this category of workers, under the consent of strict confidentiality, which seen most of the interviews conducted outside the work environment.

4.23. Strategies to increase research reliability and validity

The quality of a case study is centred on trustworthiness criteria and authenticity in its application to the findings of the study (Anney, 2014, Carson, 2001). Four criteria have been proposed by some scholars to determine the rigour of qualitative research, namely, credibility, dependability, confirmability and transferability (Lincoln & Guba, 1985).

4.23.1. Credibility

This criterion concerns an evaluation of how trustworthy or plausible the findings appear to be (Polit & Tatano Beck, 2006; Macnee & McCabe, 2008). Credibility involves conducting the research in a credible and believable manner (Lincoln & Guba, 1985, Leininger, 1994). This study provides sufficient and elaborate description of each case company as this will have an impact on the quality of evidence of the implementation of performance management and employees' perception of the process. To increase credibility, three ways could be employed, firstly, on the assumption that only the selected key players in the case companies are in the right position to proffer answers to the research questions (Sekaran, 2003). Yin (2003) put forward a second way, which is to make sure that a chain of evidence should be instituted. In analysing the data for the study, all recorded information is well transcribed and documented. Hence, an interview protocol is suggested by Yin (2003) and this was implemented in this study as well. Lastly, credibility is ensured by sharing the transcription with some of the interviewees, hence allowing them to make comments to clarify further and to provide some modifications on issues previously discussed.

Peer debriefing is another important aspect of credibility. Several studies support the use of a professional or external colleague to corroborate the findings (Appleton, 1995; Burnard, 2002; Casey, 2007a). There are several views on this in the literature; however, Lincoln and Guba (1985) put forward the argument that peer debriefing is likely to make the interpretation of the researcher's data more credible provided they are defined the same way by peers. For this study, two colleagues were asked to code some of the interview transcripts and they were compared with that of the researcher to see if they agreed with the data labels and how they were arrived at (Graneheim & Lundman, 2004).

4.23.2. Transferability

This is equivalent to external validity as there are some similarities in both concepts relating to how results are obtained and whether the findings from a study could be applicable beyond the existing case study (Yin, 2009). Yin further added that generalisations are more analytical, and logic repetition is used, and results are compared with existing literature in qualitative research, whereas quantitative research is more statistical. According to Graneheim and Lundman (2004), transferability is enhanced with the presentation of rich data of research findings. Transferability in quantitative research entails that results can be generalised; whereas, in the qualitative research, it is not about testing propositions from theories that exist, but it is about creating new theoretical concepts (Kelle et al., 1995). This research would help in gaining insight and a comprehensive understanding of the phenomenon which cannot be explored using statistical means (Carson et al., 2001); above all, the intent of this study is not to test theory.

However, providing a detailed description of the research process for this study could help readers decide if the findings of this study could be applicable in another context; this would make possible the transferability of this study (Lincoln & Guba, 1985; Curtin & Fossey, 2007). Generalisability has been an issue of concern in theory building research.

This study would be contributing to existing theory in the area being investigated: the implementation of performance management and employees' perception of the process. This would be facilitated through analytical generalisation (Smaling, 2003). Hence, the findings from this study would contribute to existing theory. Therefore, this study adopts three case-companies strategy using existing theory on the implementation of performance management system, which will aid in comparing findings from the three-different case-companies. This means that there is more than one case to support a theory; thereby, replication occurs (Yin, 2009).

4.23.3. Dependability

This test is related to reliability of the positivists. The aim of this test is to be certain that if subsequently another researcher repeats the study it would produce results that are similar (Yin, 2009). It is also about how stable the findings are over time (Bitsch, 2005). Dependability consists of the evaluation of findings, data interpretation and conclusions drawn from the study to ascertain that they are sustained by data collected from respondents during the study (Cohen et al., 2011; Tobin & Begley, 2004). In enhancing dependability, some authors suggest an audit

trail, a code-recode strategy, stepwise replication, and peer debriefing should be used to establish dependability (Ary et al., 2010; Chilisa & Preece, 2005; Krefting, 1991; Schwandt et al., 2007 in Anney, 2014).

A code-recode strategy allows multiple observations to be made to ensure that an agreement is reached in the coding and the peer debriefing allows the neutral colleagues to provide their views on the findings of the research (Anney, 2014). Stepwise procedure is a procedure where more than two researchers evaluate the same data separately and results are compared (Chilisa & Preece, 2005). An audit trail should be provided by the researchers detailing how data was collected; the conclusion drawn is cross-checked with colleagues and participants and how coding was done using coding checks. This generally accounts for how research decisions were made and activities to illustrate the process of data collection, recording and analysis (Bowen, 2009).

4.23.4. Confirmability

This is the extent to which other researchers could confirm an investigation (Baxter & Eyles, 1997). This is also about "establishing that data and interpretations of the findings are not figments of the inquirer's imagination but are clearly derived from the data" (Tobin & Begley, 2004, p. 392).

As already mentioned, the researcher constantly checked and rechecked the data for accuracy. Additionally, the researcher remained alert throughout to any contradictory data to that already collected. By taking these instances into account, distortions or exaggerations could be detected thus adding more subtle perspectives which helped to have a balanced confirmability of findings. The coding done for the themes were compared using an inter-rater check (Ary et al., 2010) conducted by the researcher and the external colleague. In addition, a reflective diary was kept, and this further enhanced the quality of the study, maintained a track of the processes.

4.24. Data Analysis Procedure

Field work generates substantial amounts of data from different sources. Data Analysis and transcription were immediately embarked upon after the completion of the fieldwork, a major challenge encountered was condensing the multiple raw data, which is usually of a highly complex nature, into meaningful units for interpretation (Easterby-Smith et al 2004). Data

analysis involves several stages namely; data management; generation; interpretation and presentation (Creswell, 2009; Yin, 2009).

 The transcription of the interview data posed a kind of challenge as the researcher did not have a foreknowledge application of the existing transcription software (NVIVO), also. NVIVO was considered and ruled out due to the weaknesses identified by Bryman (2015): that certain problems could occur with technology; as well as the inadequate opportunity to systematically break down the data directly, which allows the researcher to become familiar with the data. As a result, transcription was undertaken manually using the Sony tape recorder, as strenuous and time consuming this was, it took more than 5 months to be completed and resulted in the generation of an enormous volume of data that was classified as significance.

The data   from the three oil MNCs were separately transcribed for a cross-case comparison. Further reading of the transcripts and fieldnotes were then undertaken and a structural coding method was applied to the transcripts using the interview questions.

Saldana (2013), argues that structural coding is more appropriate for interview transcripts than other data, for instance, researcher-generated fieldnotes, because it concerns a conceptual phrase representing a subject of inquiry to a segment of data that applies to a research question used to frame the interview question. It is a question-based code that acts as a labelling and indexing device (MacQueen et al., 2008), permitting researchers to swiftly access data likely to be significance to a specific analysis from a voluminous data set (Namey et al., 2008). Accordingly, the research questions and interview questions were utilised as the basis from which to sort, label and categorise the interview data for analysis.

Saldana (2013) considered this technique to be more suitable for studies using multiple respondents, and for semi-structured data collection protocols. Likewise, a pattern coding method was used to analyse the fieldnotes and to identify emergent themes. Pattern codes are "explanatory or inferential codes that identify an emergent theme, configuration, or explanation (Saldana 2013). This method of coding facilitated a cross-case analysis by surfacing common themes (Miles & Huberman, 1994, p. 69).

The next stage involved Codification, Categorizations and Themes, which involved a thorough coding of the data. At the end of transcription, the researcher went further to organise the data, by coding, categorization and generating themes based on the content of the relevant information identified.

4.25. Coding

A code is a word, phrase or sentence that represents aspect (s) of a data or captures the essence or features (s) of a data (Saldana, 2013). Hsieh and Shannon (2005, p. 1281) alleged that "coding can begin with one or two strategies, depending on the research question. If the research is to identify and categorise all instances of a phenomenon, such as emotional reactions, then it might be helpful to read the transcript and highlight all text that on first impression appears to represent an emotional reaction". Therefore, a code represents an interpretation of the researcher of the exact text in the transcription of the interview (Peter & Wester, 2006: 24).

Open coding process was adopted to analyse the interview transcriptions (See Appendix 6, p. 344). Open coding is a careful examination of all the interview transcripts line by line to separate the data and generate ideas that fit the data. The view is that conceptual implications may arise which may later become themes. The data was disaggregated and analysed for similarities and differences. The use of disaggregation of data thus helps to generate themes.

4.26. Categorization

Data categorization involves the copying of a sample of data from one context of the transcription to different categories where necessary, and then linking these categories. This enables the researcher to generate explanation for the research questions (Dey, 2005). Elaborating on this viewpoint, Yin (2014) implied that the aim of the basic categorization strategy is to link interview data to some concepts of interest as relates to the research questions, then having the concept gives the researcher a sense of direction in analysing the data.

Accordingly, the categorised data were linked to the research questions and objectives with the aim of finding answers to the how, what and why questions.

4.27. Ethical Approval

Saunders et al. (2007) refer to ethics in the context of a research study as the appropriateness of the researcher's behaviour in relation to the rights of those who become the subject of the study or are affected by it. Social researchers should be ethical in their activities. Blumberg et al. (2005, p. 92 see Saunders et al., 2007) define ethics as the "moral principles, norms, or standards of behaviour that guide moral choices about our behaviour and our relationships with others". Every institution's ethical principle for research with humans involves obtaining ethical approval.

With reference to the University of Salford rules and regulations, and the guidelines of the Economic and Social Research Council (ESRC), the researcher obtained ethical approval (Appendix 1, p. 337) from the University Research Support Office before proceeding for field work. All institutions were presented with a copy in the process of seeking permission. All participants were showed a copy, and other forms alongside; the information sheet (Appendix 3, p. 340) and the consent form (Appendix 4, p. 343) for each of them to sign. Participants were also assured that their information would be kept confidential and that there would be no disclosure of their names (complete anonymity) or any other details which might render them identifiable. To safeguard the interviewee's privacy and confidentiality, the researcher solely transcribed the interview data and conspicuously avoided the use of real names, rather, fictitious names were created to protect the interviewee's identities.

4.28. Limitations

There is no research method that is a complete infallible or fool-proof, or only has strengths and has no weaknesses. Despite all the chronicled strengths of qualitative research methods, Creswell (2008, p. 107) suggests that "Researchers also advance limitations or weaknesses of their study that may have affected their results." These limitations are potential weaknesses or problems that the study encounters and have been observed by the researcher as militating against the smooth running of the research and might lead to compromising the quality of the results. Identification of these limitations are important in research because as researchers create and add to theory of knowledge through their research studies, they arouse the interest of other scholars and researchers in that area of research.

Creswell (2008, p. 107) observed, "These limitations are useful to other potential researchers who may choose to conduct similar or replicate the study." Another well noted advantage of acknowledging the limitations of your research is that those who read it may be able to judge the extent of generalizability of your findings to other people and situations. However, it is important to note that the purpose of qualitative research is not to produce data that can be generalized to other situations because they are used to get thick and rich descriptions of phenomena that obtain in specific situations according to the sample studied in an environment.

This research was pursued using qualitative research despite the weaknesses outlined above. One of the reasons for choosing qualitative research was not mainly to enable the researcher to generate findings that can be generalized to other populations but to generate vivid descriptions

of phenomenon as it obtained in a specific situation. This position was supported by Creswell (2008, p. 13) who argued that:

> "In qualitative research the intent is not to generalize to a population, but to develop an in-depth exploration of a central phenomenon. Thus, to best understand the phenomenon, the qualitative researcher purposefully or intentionally selects individuals and sites."

Although, at the initial stage of the fieldwork, there was no cooperation from the contract staff, who stated this was due to the sensitivity of the employment contracts as employees of third-party labour contractors, they do not feel comfortable in entertaining any questions from the researcher. Another problem encountered was the refusal of tape-recording by some of the employees, despite the assurance of anonymity. The researcher also had a similar problem of using tape recording with some of the managers of the oil MNCs, but on the assurance of anonymity, most of them agreed, and those who agreed demanded a replay of the tape recording to ascertain their interviews.

4.29.   Conclusion

This chapter has presented a comprehensive analysis of the research methodology, whereby after careful considerations, social constructivism was adopted, due to its relevance in finding answers to the research questions. The method utilized in the data collections has been explained, as well as, the approach for data collection through semi-structured interviews.

A case study strategy was adopted to gain in-depth insight on how performance management is implemented, and the elements shaping the process, as well as, employees' perceptions of the process. This strategy allows the researcher to focus on few cases and other relevant respondents.

The rationale for the choice of three oil MNCs was duly justified. The sample size for research was discussed and justified. Importantly, the research elaborates on data credibility, transferability, dependability and confirmability to show the rigor and robustness of the research. Lastly, fieldwork process and data procedure analysis were elaborated.

The next two chapters present the analysis of the data collected during the fieldwork period, presentation of the findings and discussions.

Chapter 5: Findings

5.   Introduction

This chapter presents the finding of this specific research the general aim of which was to bridge the gap in the literature and extend existing PM theories to the context of a developing nation. The specific aim was to investigate and explore the process through which PM is implemented among employees of some selected oil and gas companies in Nigeria through the objectives:

- To assess how PM is implemented among employees
- To examine the elements shaping PM in selected oil and gas companies in Nigeria
- To investigate the perceptions of employees and managers regarding the process, and whether they share a common understanding and objectives regarding the implementation of PM within the selected oil and gas companies in Nigeria
- To explore effective ways to improve the implementation of PM.

The first section includes summary information on the three case study companies identified as Company A, Company B, and Company C operating in the Nigerian oil and gas industry. Previously detailed descriptive information has been provided in Chapter 4 – Methodology. This is followed by demographic information of the research participants selected from each of the case study companies.

The main part of chapter includes the findings from the semi-structured interviews. This is organised into three main sections. The first section presents findings from interviews with senior and line-managers of how performance management is implemented in the three case study organisations, and their perceptions about the implementation, and the second section is based on the findings from the interviews with permanent employees and the contract staff of how performance management is implemented and their perceptions of the implementation, while the last part, is based on the interview from the labour contractors. Also, due to the voluminous data collected from 53 respondents, only quotations relevant to the study were selected for the purpose of the analysis in order for the work not to be too bulky, other references/quotations can find see (Appendix 6, p.344-6).

5.1. Research Sample

The following sections comprise summary descriptions of the case study sample (the three companies selected) and the sample of participants identified for interview.

5.1.1. Case Study Sample

The case study sample includes three companies which were selected as they are part of an important oil and gas industry which make a major contribution to the Nigerian economy. This research is also the first example of a qualitative explorative study on the implementation of performance management and specifically exploration of the employees' perception of the process in the context of Nigerian oil and gas industry. A previous chapter (see Chapter 4) has presented a detailed explanation of the rationale for the choice of conducting an exploratory investigation of these three oil and gas MNCs in Nigeria as identified in Table 8.

Table 8: Number of case study companies and Key Identification (ID) Markers

Number of Case Studies	Case Study Companies	Key Identifying Marker
1	Case Study	Company A
2	Case Study	Company B
3	Case Study	Company C

Worthy of note is that each company has been assigned a Key Identifying Marker as follows: Case (A), Case (B), Case (C). Key identifying markers are essential given that qualitative studies often contain rich descriptions of study participants (including companies), confidentiality breaches via deductive disclosure should be of concern to qualitative researchers. (Tolic, (2004) advises that deductive disclosure can occur when the traits of individuals of groups can be identified in research reports. In an attempt to protect the identities of the companies who participated in the research the researcher assigned the key identifying markers to each company for the purpose of reporting the findings.

5.1.2. Sample of Participants (Interviewees)

The interview participants were secured by personal contact, which is the best approach to build and establish a strong trust and good rapport with participants. A total number of 53 respondents were selected from the three case study companies as they were viewed to be

significantly critical to the subject under investigation. There are various categories represented: senior managers, line managers, permanent staff, contract workers, and third-party labour contractors. Table 9 below provides a summary description of the fifty-three (53) interviewees in the three case study companies categorised according to their positions in the companies.

Table 9: Summary Description of the fifty-three (53) Interviewees in the Three Case Study Companies

Category	Numbers	Company A	Company B	Company C
Senior Manager (HR Generalists, Compensation and benefits specialist; Training and development)	6	2	2	2
Line Managers (Operations; Finance, Marketing)	8	3	2	3
Permanent Staff	18	7	5	6
Contract Workers	19	7	6	6
Labour Contractors	2			
Total	53			

*Key: Company A = Case A, Company B = Case B, Company C = Case C,

At the start of the interview the researcher asked some introductory questions which provided a demographic profile of the participants including gender, age, and employment status as outlined in Table 10 below. The data collected allows the researcher to segment the respondents into different profiles. In turn, these can be used to gain insight about specific groups.

Table 10. Demographic Profile of 53 respondents

Int Nos	Interview Code	Gender	Age	Position	Organization Code	Employment Status -Code
1	**RA1**	**Male**	**47**	**Senior Manager HR**	**Org A**	Permanent (SM)
2	**RA2**	**Male**	**45**	**Senior Manager HR**	**Org A**	Permanent (SM)
3	RA3	Male	35	Accountant	Org A	Permanent
4	RA4	Male	31	Project manager	Org A	Permanent
5	RA5	Male	37	Accountant	Org A	Permanent (LM)
6	RA6	Male	39	Procurement	Org A	Permanent (LM)
7	RA7	Female	28	HR Officer	Org A	Permanent
8	RA8	Male	36	Cost Engineer	Org A	Permanent
9	RA9	Male	38	Finance Lead	Org A	Permanent (LM)
10	RA10	Male	34	Accountant	Org A	Permanent
11	RA11	Male	31	Admin Support Officer	Org A	Contract Staff
12	RA12	Female	33	Procurement Support. O	Org A	Contract Staff
13	RA13	Male	29	IT Officer	Org A	Permanent
14	RA14	Male	32	H&S Officer	Org A	Permanent
15	RA15	Male	29	HR Support Officer	Org A	Contract Staff
16	RA16	Male	28	Finance Support Officer	Org A	Contract Staff
17	RA17	Male	34	Project Support Officer	Org A	Contract Staff
18	RA18	Female	33	Admin Support officer	Org A	Contract Staff
19	RA19	Male	32	Procurement Support	Org A	Contract Staff
20	**RB1**	**Male**	**48**	**Senior Manager HR**	**Org B**	Permanent (SM)
21	RB2	Male	47	Senior Manager HR	Org B	Permanent (SM)
22	RB3	Male	41	IT Software Developer	Org B	Permanent
23	RB4	Male	45	Operations manager	Org B	Permanent (LM)
24	RB5	Male	30	Project support officer	Org B	Contract Staff
25	RB6	Male	42	*H&S manager	Org B	Permanent (LM)
26	RB7	Male	40	Accountant	Org B	Permanent
27	RB8	Female	39	Procurement Officer	Org B	Permanent
28	RB9	Male	32	Admin support Officer	Org B	Contract Staff

29	RB10	Male	34	HR Support Officer	Org B	Contract Staff
30	RB11	Male	38	System Engineer	Org B	Permanent
31	RB12	Female	29	Finance support officer	Org B	Contract Staff
32	RB13	Male	31	Procurement support	Org B	Contract Staff
33	RB14	Male	37	Risk Advisor	Org B	Permanent
34	RB15	Male	32	IT support (Junior)	Org B	Contract Staff
35	**RC1**	**Male**	**43**	**Senior Manager HR**	**Org C**	Permanent (SM)
36	RC2	Male	46	Senior Manager HR	Org C	Permanent (SM)
37	RC3	Male	35	Supply chain manager	Org C	Permanent (LM)
38	RC4	Female	32	Accountant	Org C	Permanent
39	RC5	Male	34	Project Engineer	Org C	Permanent
40	RC6	Male	31	IT officer	Org C	Permanent
41	RC7	Male	36	H&S Lead	Org C	Permanent (LM)
42	RC8	Male	33	Finance Manager	Org C	Permanent (LM)
43	RC9	Male	30	Procurement Support	Org C	Contract staff
44	RC10	Male	36	Marine Engineer	Org C	Permanent
45	RC11	Female	31	HR Support Officer	Org C	Contract staff
46	RC12	Male	33	Finance support	Org C	Contract Staff
47	RC13	Male	35	Procurement Officer	Org C	Permanent
48	RC14	Male	34	HR officer	Org C	Permanent
49	RC15	Male	32	Admin Support Officer	Org C	Contract Staff
50	RC16	Male	36	HR Support officer	Org C	Contract Staff
51	RC17	Male	38	IT Support officer	Org C	Contract Staff
52	CT1	Male	42	External Contractor		
53	CT2	Male	47	External Contractor		

Key: *H&S = Health and Safety, IT = Information Technology, HR = Human Resources,

SM = Senior Manager, LM = Line Manager

5.2.   Rationale for the Structure and Presentation of the Findings from the Interviews

As the main body of the chapter is dedicated to the presentation of the principal findings from the primary research this section provides the rationale for the structure and presentation of the findings from the semi-structured interviews. There were two main issues considered important.

Firstly, one of the main themes identified from the literature review and subsequent demographic data (see Table 11) was in relation to the position of the interviewees in relation to their organisation role and role in relation to the implementation of PM in the case study companies' as such two main groups were identified 1). Senior managers and line managers and 2). Permanent and contact staff (work force). As such it was decided that the findings section of the chapter would be split into TWO MAIN SECTION HEADINGS to reflect the two categories or sub groups of company workers including senior and line managers and permanent and contact staff.

The first main section heading signposts the reader to the findings from interviews with senior and line managers and the second main section signposts readers to the findings from interviews with permanent employees and the contract staffs of their perceptions of the implementation of performance management in the three case study companies (Company A, Company B, and Company C).

SECTION ONE: FINDINGS FROM SENIOR MANAGERS AND LINE-MANAGERS

SECTION TWO: FINDINGS FROM BOTH THE PERMANENT AND CONTRACT WORKERS

Secondly, it was considered most important that the findings could be related back to the conceptual framework; were responsive to the problem presented as defined by the research questions and were the answers to those questions. As such, it was decided that the research questions would be utilised as the main headings as follows:

- Research Question 1: How is PM implemented among employees in the organisations?
- Research Question 2: What are the elements shaping PM in the selected oil and gas companies and how do they do so?
- Research Question 3: How do employees and managers perceive the PM implementation process?

- Research Question 4: How can PM be better implemented manged?

The findings from the interviews will then be presented below each sub-heading grouped by case study companies and/or by critical elements that were similarly identified across the case study companies. As previously discussed in Chapter 4, the "what and why" questions were important as they allowed the emergence of the "what" are the perceived critical elements shaping performance management, the "why" participants perceive performance management implementation to be significant to themselves and the organisation, and 'how' they perceive the implementation of performance management across the case study companies.

The findings were analysed to discover themes, and patterns, guided by the research questions across the case studies investigated.

5.3. SECTION ONE: FINDINGS FROM SENIOR MANAGERS AND LINE-MANAGERS

The following sections presents findings from interviews with senior and line managers of their perceptions of the implementation of performance management in the three case study companies (Company A, Company B, and Company C). It begins by investigating the concept of performance management within the industry. At this strategic level, the research questions (see Table 7, Chapter 4) were relevant to explore performance management implementation.

Moreover, there were other questions (detailed in the interview schedule in Table 7 in Chapter 4), designed to generate answers which would throw further light on the implementation of performance management.

The knowledge of performance management concepts is relevant to the implementation of the PMS as these concepts are used for budgeting, planning and measuring performance of individuals, team, and departments.

5.3.1. Research Question 1: How is PM implemented among employees in the organisations?

The researcher started by asking respondents if they have any previous knowledge concerning the concept of PM to gain a general idea of their understanding of the main concept of the study. Most of the participants were familiar with the concept of PM.

5.3.2. Case Study: Company A

The senior managers and line managers from chevron indicated that their knowledge was at a consistent standard in all PM concepts. It was found that the PM in use in Company A is the goal-oriented appraisal system which focuses on improving the performance of the organization by aligning the goals of the organization with the team goals and individual employees' goals, thus getting the best results from the employees through aligning their goals and objectives with the goals and objectives of the organization.

It was found that PM was important in managing employee performance in the company. Most of the management staff alleged that PM is used among other reasons to improve organizational outcomes. They are used for strategic planning, performance planning and budgeting, performance measurements, and setting of performance standards, objectives and goals. This clearly indicates that employees in Company A have a good knowledge of PM.

When asked how PM is implemented among the employees of the company, a senior manager revealed that:

> *"The appraisal system we operate here is called a goal-oriented appraisal system which some people also call the objective-oriented appraisal, it is quite a cyclical process. This is the way it works- based on the organization's new targets and focus, goals are set for a operating period (usually a year) and from it, the departments, team and individual employees are assigned their own goals (set by both the managers and subordinates) which should be achieved within that same period of time. Mutual agreements are made between employees and managers, the manager then monitors and coach the employees. At the end of the operating period, the employees are assessed and rated against the initial goals set and decisions are taken based on the results of the appraisal, such decisions can be used for training, promotion or rewards in form of benefits, and salary increase- RA2"*

The senior manager in addition also stated that PM implementation has been the responsibility of every employee in the organisation. Stating that, although the senior management are responsible for developing and designing PM policies and giving directives regarding PM, the implementation of PM is the responsibility of every employee involved in the process. As for specific role responsibilities, the line managers are directly involved with appraising staff, the employees must work towards achieving their goals, accepting feedback, and the HR personnel have to set reasonable timelines for submission of performance update. He stated:

> *"…Previously appraisal was done from one year after the starting date of the employee. For example, if an employee was engaged in January then the appraisal would be carried out every January. Similarly, if another employee was hired in March then his/her appraisal would be done every March. This system caused a lot of workload for the human resource department who would, the whole year round be working on appraisals. However, this practice has changed, presently, the appraisals are carried out at the same time every year for all employees. Regardless of the starting date, appraisals are performed in January, and the human resource department has introduced a fully objective goal-oriented appraisal system".*

In corroborating this viewpoint, another senior manager from alleged that the company through its board and senior managers had the responsibility of taking key decisions when it comes to PM implementation. Decisions such as policies regarding PM, the type of PM training to conduct for employees, and the reward initiatives were all taken by the organisations' leaders. These comments are reflected in the statement below as the senior manager claimed that:

> *"… Policies are passed from the top management to the departmental heads, which are then passed down to teams and individual employees, every employee is carried along in the implementation. There are regulations and frameworks that guide our activities in this company, so we operate within that framework- RA1"*

Furthermore, the senior manager alleged that the Company holds performance alignment workshops for the line-managers to help in setting objective and quantitative goals for the employees. Through this system, the Company intends that only quantitative and measurable objectives be set. Usually, what happens to most of the appraisals and goal-based systems is that goals are set in the beginning of the year and come up only at the end of the year. But presently, we have introduced a new appraisal form. He emphasised:

> *"… A section of the new appraisal form to be completed has the feedback tracking section. The manager and the employee are requested to meet at least quarterly and discuss the goals that were set at the beginning of the year. Then they are required to write down (document) the feedback received along with the date the feedback was received"*.

The reason for doing this, is to ensure that the goals that were set by the employee and the manager should not be undermined, rather, it should play an active role in the performance of the employee and the department. The goals that are decided and the feedback of the employee help in achieving the set goals.

Company A takes interest to ensure that the personal biases of the managers and the halo effect do not influence their appraisal system. Employees are given the privilege and opportunity to provide comments, because there have been cases when the employees have complained against

their line-managers of discrimination. To minimize biases, in this new system, the objectives of the employees are jointly decided. Even if the managers have some different opinions about the employees that would not appear on the appraisal form. A manager stated:

> "…*The appraisal procedure is just like an open-book system, given the workers the privilege and opportunity to air their views, which must be justified with evidence*" *(RA3).*

A line-manager acknowledged that minimize scoring almost every employee the same marks, there is an option in the new appraisal form, whereby the manager would have available ratings such as Excellent, Good, Poor, Satisfactory. The ratings are in accordance to employees' performance in line with set goals. He said:

> "…*For example, either an employee exceeded the set goals, met the goals, or was not able to meet the set goals. This process will ensure that the correct results come out*" *(RA4).*

Therefore, both the line-manager and employee will have to set their goals keeping this aspect in mind. This improves the appraisal process and provide results as the basis on which the employees will be judged.

The line-manager emphasised that the only possible problem with this new system, was that, the end of year appraisal ratings is most likely to be affected by the employees' most recent actions or works. Although, the feedback tracking system being used by the Company helps in minimizing this effect. This is achievable if the feedback system is properly used by the managers and employees. Timely feedback would be given to the employees from time to time, as a result, when the final appraisal is performed at the end of the year, both the managers and employees know what was written in the report.

This feedback tracking system minimized the likelihood of last actions effect occurring as the managers and the employees continually keep track with the goals that they themselves set for the department and the individual employee. Accordingly, the quarterly feedback system keeps the goals in view of the department and the employees.

Substantiating on these comments, another line-manager from the finance department also attested that the new appraisal form has columns for both employees and managers comments. The line-manager gave an example,

> "…. *that in the employee comment column, it provides the opportunity for the employee to give as many comments as they want to; this is a very positive aspect. The contribution of the valuable comments of the employee forms an integral part of the appraisal system. The employee is given the opportunity here to comment on anyone,*

and give reasons for such comments, for instance, what were the causes for the employee not attaining his/her goals" (RA9).

Elaborating further, this process also provides the employee the opportunity to voice any concerns regarding the appraisal system. There have been complaints where some employees were of the view that they have been discriminately treated by their managers. The management takes such allegations seriously. When such complaints are aired, an investigation is immediately launched to verify such allegation or condemn it. Positive steps are taken to mitigate the concerns of the employees, as such, an unpleasant situation is destructive to the morale of the employees as the working conditions of the department are affected. Taking a swipe, he stated:

> *"…. Although the managers column on the appraisal form, has to indicate whether the employee's performance was acceptable or not during the period reviewed and the manager is also required to justify his/her own comments. This is the area upon which the final decisions are to be taken such as the increment in wage, promotion, transfer or any other human resource decisions. The manager also must justify his claims regarding each employee".*

Similarly, if the manager is of the view that the employee has failed to meet his/her targets then the employee will have to refer to the goals to prove his statement. As the appraisal form is prepared before the employee and he/she knows what is written, this does create a sort of hurdle for the manager to be open about the bad performance of the employee.

The human resource department justified its timing of the appraisal which must be done every year in December and the changes are to be implemented immediately after that in January. The justification provided was that when an employee's appraisal is performed, the expectation is to be rewarded as soon as possible. However, if the employee is not rewarded immediately, and his increment comes after six months, then he/she would not be able to associate the reward to his/her performance. The company always seeks to complete this process as soon as possible.

The disadvantage here is that if the appraisal and the rewards are done concurrently, then the manager would not be able to give their fair contribution to the appraisal report. Thus, to correct this bias, the managers and employees are required to remain objective and the key focus of attention should be the objectives that have been set.

To deal with this flaw in the process, the major emphasis of the appraisal process is on the quantitative and easily measurable objectives. This helps remove some of the effect of the timing which the appraisal process may have on the managers. Usually, managers and their employees become good friends which may influence the neutrality of the process.

In summary, there is a consensus among the Company A management, even though policies on performance management are decisions of the senior management team, however, employees are integrated in the implementation process.

5.4. Case Study: - Company B

The following are findings from the interviews of Company B management team on how PM is implemented.

One of the senior managers alleged that the company operates a forced ranking performance management system. It is a cooperative discourse approach, wherein both managers and subordinates are jointly involved in the development and implementation process. This points to the direction that joint involvement in the development and implementation of performance management operates in the company. However, some of the employees interviewed refuted this claim, argued that they are not involved as individuals. In their words:

> "…. *Although* I am *aware of the existence of the performance management system, but not everyone is involved in the development of PMS. It is a system that is drafted or developed by senior managers without consultation with the employees. Maybe they have some few selected employees they engaged to be involved in the development which is beyond my knowledge- RB6*

The above assertion suggests that the lack of involvement of employees in the development of performance management may lead to ineffective performance management system.

Another senior manager in corroborating the previous senior manager statement, revealed that the PM operated in their organisation is called the forced ranking performance management. An HR Manager gave a detailed process of how PM is implemented. He stated that:

> "… The *company operates the Forced Ranking performance management system which focuses on meritocracy and talent. A job description in line with the organization objectives is assigned to the employee, who in-turn will write his/her objectives of how to achieve the set goals. The supervisor or line-manager will have to appraise the employee thrice a year, to assess if the employee is performing according to the agreed objectives or not before the final appraisal- RB2".*

The appraisal process requires the managers or supervisors to give the permanent employees performance appraisal form to fill their bio-data which include: employee's name, number, appraisal data, job number, post held, date appointed, department and wage group. In line with the company's objective, the employee job responsibilities and task will be assigned; the individual or group will write five objectives on how to achieve the set goals, which must correspond with the company's values, goals and objectives. For instance, the objective may be maintenance: to ensure equipment is running smoothly. In other cases, the objective may involve precaution taken in respect to health and safety. Having established goals and objectives, they will have to set checkpoints along the way and determine what satisfactory performance will look like. Then, over the course of the year, they will revise objectives as missions are accomplished and strategies changed.

The supervisor meets one-on-one basis with the employees three times annually before the final appraisal, to ascertain how well the employees are performing. Within these three occasions the supervisor can identify any difficult issues, discussed and resolved immediately.

Whereby an employee is not measuring up to expectation, he/she will identify three strong area of strength, and three areas which require improvement, a constructive way of saying weakness. The manager/supervisor will identify the relevant developmental process for each employee that he thinks is required in his /her job, and the relevant competencies required of the employees. Such as, technical knowledge, effective communication, teamwork, sets high personal standard and concern for accuracy. The supervisor will then have to review the appraisal with the employee three times before the final decision.

On the final appraisal sitting by the managers and supervisors, the individual appraisal form will have to be compared, for example, how well John met his set objectives compared to how well Peter, Lina and Joan met theirs. By this process the managers/supervisors recognized that talents variation does exist by classifying the employees' talent into:

Among the Best (AB) 10%;

Highly Effective (HE) 50%;

Fully Productive (FP) 30%; and

Needs Improvement (NI) 10%.

The manager or supervisor will communicate a candid feedback on how well the employees performed in the expectations of the job, and constructive criticism on the area where the employee is lacking and make him/her to understand ways to make needed improvement. After the final appraisal, those employees in category Needs Improvement (NI) will be given a Performance Improvement Plan (PIP), if after training, and assessed as still no improvement, they will either be demoted or laid off. The Line Manager alleged:

> "… *uprooting the lowest performers will promote a climate of constant progress. If employees in the bottom bucket are replaced, the third quartile becomes the new bottom group and the aim of subsequent improvement efforts- RB6"*.

However, taking a swipe on this process of implementation, most of the employees of Company B interviewed, argued that the performance management implementation brings about excessive competition and jealousy. One employee interviewed outlined a scenario of the appraisal system. He stated:

> "… *Imagined two individual who performed very well or met their set goals for the period, are separated into different categories based on forced ranking, the employee who is placed on a lower category is bound to feel a sense of humiliation and/or resentment towards the other person in a higher category. Thus, the individual might be unwilling to assist the other in carrying out his assignment and may even attempt to sabotage his efforts to appear better than him on the next appraisal. This has generated an environment where competition trumps teamwork, destroy self-confidence and job satisfaction within group- RB7"*

Furthermore, suggestive views of other employees imply that the appraisal system is biased based on the management given rating system which must be complied with by the supervisors. Elaborating on this RB4 outlined the ratings of the performance appraisal system as follows: -

> "*Well to the best of my knowledge I believe that this organisation uses what is called a forced ranking method or process of PM. This is because there is a way the ranking or rating is done by the supervisor which puts every employee in a certain category based on certain criteria's, it categorises high flyers and identifies employees that need improvement plans:*
>
> > "*10% of employees must only get (AB - among the best)*
> > *50% of employees must be rated (HE - highly effective)*
> > *30% of employees must be rated (FP - fully production)*
> > *10% of employees must be rated (NI – need improvement)" RB4*

Therefore, it means that the rating has been pre-decided before the actual appraisal. The concern was that some supervisors are not objective in rating subordinates, rather they are subjective. They are exceedingly reluctant to finger any of their subordinate as being less satisfactory.

They give good ratings to their friends, relatives and people of same ethnicity which falls into the higher categories.

> *"There are elements of man-know-man in the outcome of the appraisal process. The result of the appraisal tends to favour some individuals who have strong network connections and relationships among the top decision makers in the organisation, and they enjoy rapid and faster promotion compared to people who don't, so sometimes it can be very discouraging to put your best efforts in the job because it doesn't change the outcome- RB8".*

It was discovered by some employees that some group of managers do meet and reach an agreement on their report ranking. It was reported that during the final session/meetings, there is always a considerable backroom conspiracy where some managers will accept to aid the high ranking of an employee in-return of a favor from the employee. This system leads to employees worries over the honesty of the process. According to RB8:

> *"Personally, I believe that the result of the appraisal is not a true reflection of my actual performance because I believe that I did very well in my last appraisal year, I met all my goals but unfortunately I was rated lower than my expectation compared to my colleagues who didn't do up to half of what I did and was rated better. According to my supervisor, the goals were met but not sufficiently met. I believe my full contribution was not taken into consideration- RB8."*

5.5. Case Study: - Company C

On the question of how performance management is implemented.

The HR manager stated, the company operates Management-By-Objective (MBO) system of performance management, also known as the cascading approach, or top-down method. It was modelled on the new headquarters (Netherlands) management model, which is top-down, systematic approach.

The cascading method is widely used to implement the performance management system, because it is convenient, and in accordance with technocratic decision-making approaches, which value the opinions of experts (technocrats), rather than, ordinary people who lack technical or expert knowledge. It is quicker because, the design of the performance management system is entrusted to senior management, which later rolls the programme to the managers for implementation, and consequently to their subordinates. He stated:

> *"…The cascading makes the formulation and consolidation of different strategies of departments into one overall institutional strategy".*

However, the top-down approach has inherent weaknesses of excluding middle and junior management from the design of the performance management system, which create problems of lack of buy-in, ownership and acceptance from lower levels staff and rejection of performance objectives formulated upwards and later transposed downwards.

In corroborating the HR manager's argument, one of the line-managers who was not very disposed to the performance management implementation style, shed more light on the issue of cascading approach. He argued that:

> "…for any organisation to have effective and successfully implementation performance management system, the target group should be involved in the implementation process, because this is a new concept, which was different from the normal appraisal system already used to. Further elaborating, that the broad goals, mission, and vision, which is the company's expectation for the future should be clarified among the employees, to create a common vision amongst the stakeholders- RC3".

The manager alleged, that change is good but not easily embraced and when something is new, until people start to understand, appreciate and value it, it will be unenthusiastically accepted. Change makes people uncomfortable especially when tied to performance and rewards. Concluding with this statement:

> "Those in management positions appeared to have understood and appreciated reasons behind the introduction of the performance management system. However, most employees below management level were not taken on board when the performance management system was introduced, hence some of them do not understand its benefits- RB3"

One of the senior managers was quick to come to the defence of the cascading method of PM implementation, alleging that the company need improvements in employee performances to ensure its survival in the highly competitive oil industry, and to remain strong. Its performance management is link to the objectives of improving organizational, functional, team, and individual employee progress towards goal achievements. The manager stated, that performance management begins from the directors themselves, and said:

> "… The board performs performance evaluations of itself, its committees, its chairman and each other of the directors within the Board. These evaluations are led by the nomination and succession committee, which is an external facilitator and does not have any connection and relation with Company. The process of the evaluations begins with the directors completing questionnaires, designed by the external facilitator, through an online software system. The facilitator then prepares a report based on the questionnaires to the chairman. The results of the evaluations on the board and its committee is discussed at the Board of Directors meeting. The evaluations provide to the board a wide range of feedback-(RA1).

Further stating, it is an ongoing process of identifying, evaluating and managing the significant risks to achieve the company's corporate objectives. It is also imperative to know that, to facilitate the attainment of the corporate objectives, the Board usually breakdown the goal into various departments, units according to every employee job description and specification. In setting goals at the departmental or unit levels, management by objective (MBO) is usually practiced cascading goals from the top downwards. Then line-managers and subordinates mutually set specific, attainable and common goals and objectives, clearly define what is expected of them in terms of areas of responsibilities and the expected results. He stated:

> *"... Shell has indicated a performance share plan into performance management. The performance share plan is awarded based on certain conditions to qualified employees. The actual number of shares may range from 0% to 200% of awards, based on the results of prescribed performance conditions over a three years period of the award year. This Performance Share Plan is effective to reward eligible employees in order to increase their moral and retain their loyalty".*

However, after evaluation, the reasons goals were not attained or were exceeded is explored to determine training needs and development potentials, and the primary focus of MBO, is to mutually set goals that are specific, measurable and reasonably attainable

The senior manager concluded by attesting to the fact that some employees queried this form of performance management system. It was alleged that the constant changes of the market environment can make the achievement of set objectives unrealistic, which is quite understandable. He however agreed that Objectives need to be reconsidered and revised in-accordance to the changing business environment.

Findings reveal that Company C has the will, and a desire to have the PMS operating effectively, however, the company's efforts were lacking about the involvement and integration of middle and junior employees. It can be argued that Company C's failure in this regard is the reason for lack of commitment at the implementing level.

It is also argued that lack of clear strategy on the implementation led to various interpretations and expectations arising among the employees. Some of the employees view the performance management system as purely economically and organisationally driven and made no room for employees training and development.

5.6. RQ 2: **What are the Elements Shaping PM in the Selected Oil and Gas Companies and How do they do so?**

The researcher asked the management team of the three oil and gas MNCs about the elements/influences of PM in their organisation; the intention was to find out which elements enabled successful PM implementation, and those that inhibited successful PM implementation. The findings are important because it helps the researcher to identify those elements and practices that should be recommended and encouraged in the organisations, and those that should be discouraged. Also, to ensure that issues that affect employee performance are addressed to bring about effective PM.

All participants from the three oil multinational companies gave their views on the elements which they felt enabled and inhibited PM implementation in their respective companies. Based on the findings, the elements identified are categorised into four main groups: **organisational culture, organisational practices, organisational resources, and Planning.** Organisational Culture was the most outstanding element that shaped PM implementation. Indeed, different cultures and dynamics plays out in the three case companies and these are discussed below.

5.6.1. Different Organisational Cultures and Dynamics

5.6.2. Case Study: Company A Chevron: Organisational Culture of Excellence and High-Performance

Company management (senior managers, Line-managers and HR managers) interviewed identified "the drive for excellence and high performance" as an influence on PM implementation. They acknowledged that the company is known for its excellence and high performance, therefore, organisational members were expected to be part of such a culture. This determined how things are done generally in the organisation. This is evident from the identification of organisational objectives, to planning, down to the implementation of the objectives. Also, the respondents acknowledged that since the organisation has a culture of high performance, it went a long way in influencing the PM implementation. To this end, one of the HR managers explained:

> *"Our culture in this organisation actually influences PM positively, here, we believe in excellence, and this is reflected in everything we do including our PM implementation.*

At the beginning of the year, the management, company decision makers, strategic partners sit together to brainstorm, set goals and objectives. They also set a budget for the year based on the projections that they have made. They organise something called the "line of sight" where they share with all departmental heads, and unit head. Where everybody is aligned to the strategic objectives, so each unit goes away and comes up with how it's going to help the company achieve its set goals, and that is where PM comes in, where you as a line-manager seat with your subordinates, set and agreed on certain objectives to be achieve within a set-period. This is due to the company's performance driven nature, and passion about achieving results that exceed expectation, those objectives are reviewed periodically to ensure that if there are changes in strategic direction, those objectives can be aligned to those as well to ensure that the organisation's objectives are achieved at the end of the year" RA1.

This line of argument was also corroborated by one of the line-managers who pointed out that:

"Our watchword is excellence, we are committed to excellence in everything we do, and strive to continually improve, and this is obvious in the way we plan and also implement our PM- RA8."

The same line-manager emphasised that the drive for organisational excellence tended to promote and sustain a healthy and effective result-oriented culture where organisational objectives were clearly defined, implemented, and measured at all organisational levels. This culture did not only motivate organisational members to contribute towards the planning and PM process of the organisation but also promoted employee and organisational innovation.

5.7.   Case Study B: Organisational Culture of Diversity and Talent Driven

Diversity is a core value at Company B, and a culture of diversity and talent driven practices, which influences PM. As a multinational company, it is open to recruiting from a wider range of cultures and it placed values on the uniqueness, contribution, skills, and experience of people from diverse cultures, which has helped to increase the performance and exposure of the organisation. A line manager, explaining diversity as a factor that positively influenced PM, said:

"…we have a work environment that actively embraces diversity. Diversity in the sense of our people, talents, and ideas which bring about diverse experience, and high performance, which has a positive effect on PM and overall success of the organisation RB4."

The same line-manager further explained that the company was ready to take on individuals who possessed the necessary skills and experience needed to achieve high performance and to bring about remarkable results and outputs regardless of their nationality or ethnic background.

Taking a swipe on the issue of diversity, one of the permanent employees interviewed considered diversity to be an inhibitor/challenge to the success of PM implementation. He argued, the drive for diversity brings about clashes, conflict, discrimination, and segregation, which affects successful implementation of PM in a negative way. He explained:

> *"I feel that sometimes people come with ideas and skills that are either out-dated or not in conformity with our operations here and try to influence or change certain ways we do things, believing that they have come with experience that can help the organisation progress, those outdated ideas negatively affect the PM process- RB14."*

5.8. Case Study- Company C: Organisational Culture of Respect and Relationship

The management team from Company C elaborated more on how the company valued respect, and relationships. They identified "respect and relationship" as an important factor/element that enabled or hindered the PM implementation process. One of the management staff's opinion was, that the company appreciates and valued relationships with stakeholders. The stakeholders had their impact, and played their significant roles in the success of the organisation's PM. To ignore one and focus on the other was having consequences for the organisational performance. He manager said,

> *"…When it comes to what influences PM, everyone is important. All stakeholders have their role to play, including employees, line managers, and others. So, involve everyone, and that is where respect for one another comes to play. Good relationships at work helps people to work together in teams, and since PM has a lot to do with feedback from the supervisor to employee, then building good relationship is the key- RM2"*

Corroborating this viewpoint on how respect and relationship impacted on PM, another line-manager stated:

> *"I strongly believe that we all have our duties to perform in the PM implementation, when employees work together in a place and there is mutual respect for one another, with that collective force and synergy, there would be nothing impossible for them to achieve, including PM- RB4".*

A permanent employee interviewed also acknowledges this viewpoint of respect and relationships in the company by saying:

"... The engine behind PM is people, I mean employees…they determine if PM would work or not. Honestly, it is a good feeling when you are going to work in the morning and your mind is at rest that the people you are going to meet are not troublesome, but people who give respect and value relationships. The reason why I am saying this is because I used to work in a place where I wasn't happy going to work, because there was no unity and I wasn't happy with the relationship I had with my colleagues, and this affected my productivity and individual performance- RB8".

5.9. Organisational Practices:

Findings also revealed that organisational practice is another element shaping PM. Participants revealed that certain organisational practices could either aid or mar a successful PM process. Based on the research findings, the organisational practices identified by respondents were planning, training, reward, employee engagement and empowerment, management commitment and leadership, trust and transparency, performance measurement, feedback and follow-up, communication, goal setting, and change in the company's policy.

5.9.1. Training

Training and Capacity Building*:* Training was identified as having an important influence on PM implementation in the three case companies. Findings revealed that there were different forms of training in the organisation. Some training followed a designed calendar and plan, while some occurred outside the schedule. Others involved, coaching, mentoring, and guiding of organisational members in the performance of their PM functions. Additionally, training is considered a standard practice and the means through which employees learn and improve their performance.

5.9.2. Case Study: Company A

Company A holds a performance alignment workshops for the managers to help in setting objective and quantitative goals for the employees. One of the HR manager reveals that training in PM involved both online and physical training and it covered what is expected of both the managers and individual employees such as crucial aspects of PM: - goal setting, feedback, planning, rewards and much more. The manager also acknowledged that besides PM training, other training carried out in the organisation included health and safety training; policies and procedure training, total quality management (TQM) training, induction training for new employees, refreshers, training on the company's important cultural issues. To this end, Another HR manager stated:

> *"We invest a lot of our resources in training, and staff development, because we know that for staff to be able to meet up with their set targets and deliver world class performance, they need to be trained, which include training on goal setting, feedback, planning and reward which could come in form of on-the job training, off-the-job, mentoring, coaching and guiding employees towards higher performance-RA1."*

As much as the organisation believes in training, findings revealed that employees on flexible work arrangements (such as the contract staff and agency workers) were exempted from the company's training scheme. The training of contract staff is solely the responsibility of the contractors and not the Oil and Gas Company.

The HR senior manager claimed that the contractors have been paid to train the staff, before the assumption of work, so all that was left for them to do was on-the-job training: Expressing this view, he said:

> *"When it comes to training, there is a training budget and the budget only covers for permanent staff and not contract staff. The organisation has designed training programmes in form of seminars, conferences, training courses, postgraduate studies both locally and abroad but they are strictly for permanent staff. The third-party contractors have been paid to take care of the training needs of the contract workers-RA2."*

One of the line managers corroborated the HR manager view on contract staff training, he said:

> *"We are not responsible for their training because they are not our direct staff, they are only contracted to work for us, so why should we incur the cost for their training? It is the duty of the third-party contractor to do that since the company has paid for it- RA4"*

In confirmation of contract staff training, further findings from some of the contract staff reveals their grievances about the training programme of the company, and this has had a negative impact on the PM process.

> *"… It is only the permanent staff that gets training regularly within and outside the country, contract staff don't get training from the company. Rather we get trained by contractors which is barely enough, and that is something I believe will affect the output and performance of any contract staff. This mainly has contributed to why most contract staff seeks better employment, and not fully committed to the organisation"- RA15.*

However, a permanent employee argues that a company that promotes a culture of excellence and high performance, consistent training of all categories of employees should be a core value. He explained:

"One essential factor that can influence the PM process is the staff training and development. PM is about improving the performance of staff which eventually translates to improved organisational performance, and one way to improve staff performance is through training of all staffs in respective of their employment contract terms"- RA10.

5.9.3. Case Study: Company B

As claimed by a senior manager, as a talent driven company and a major player in the oil and gas industry, the company had experienced both good and bad times. The company is striving to identify its gaps in human capital and training need analysis. Performance management is the only useful way to identify this deficiency. In motivating employees' towards learning new ideas and gaining competitive edge, Training and Development Programmes is coordinated within a continuous, consistent and comprehensive framework that is planned and budgeted according to the needs of the organisation. Hence, the senior manager stated that:

"Training is something we do here because it helps to develop employee skills and abilities, address their weaknesses and bridge their performance gap. Also, all line managers as part of our targets, are required to coach their subordinates and equip them with tools they need to excel on the job and provide the resources they need to meet their set target- RB1."

The senior manager pointed out that the company had training programmes for their permanent staff in the form of seminars, conferences, training courses, and postgraduate education. Although, the first step in the process of training involves a cyclical process which starts from; a systematic discussion, identification of the target learning needs, planning, delivery and assessment. That supports the entire training and educational strategy within company's framework.

However, on the issue of contract staff training, an HR manager said:

"Contract staff don't really need as much training as the permanent staff because their work is not as intensive as the permanent staff, I believe that the annual training given by the contractors and the on-the-job training given after resumption on the job is sufficient for them to perform and achieve their given targets- RB2."

5.10. Case Study: Company C

From the finding, Company C likewise appears committed to training, and it takes the issue of training seriously because it helps to improve the commitment and efficiency of their employees towards their job, which develops their self-confidence and improve efficiency. This is often evident in the performance of both individual employees and the organisation.

An HR Manager alleged that the company invests in programmes and training that boost their employees' performance on the job. Corroborating this view, a permanent employee from same company attested to this, he stated:

> *"....an organisation that supports its employees directly or indirectly, either by investing in development programmes or organising regular training for its staff is committed to their growth and when employees sense this, it encourages and motivates them towards better performance and has a positive effect on the PM process- RC7".*

Although, the issue of contract staff training seems similar in the three case companies, but with a little twist. Company C do not have any special training scheme for their employees on flexible work arrangements but expects their line-managers or supervisors to coach them while on-the-job. A senior manager stated that:

> *"All the line managers are part of our efficiency driven targets, they are often sent on courses both at home and abroad and are in-turn required to coach their subordinates and equip them with tools/resources to excel on the job- RC1."*

5.11. Organisational Practices: Employee Engagement and Empowerment:

The management team also identified Employee Engagement as another critical element that shapes PM in the organisation. There were various responses from staff across the three case companies which are integrated in the findings presented below.

Findings revealed that some key employees in the three case companies are privileged to be involved in some key decisions and policies of the organisations, which is cascaded downwards. Also, some permanent employees are obliged and privileged to take certain decisions, particularly, those that affects the day-to-day running of the business. This process does not require the approval or much scrutiny within the hierarchical structure, before decisions are taken.

Interestingly, a line manager from Company A claimed that he empowers those within his team and that all of them could make decisions without his approval if it did not involve money. He said:

> "The extent to which employees are engaged with decision making affects PM. Depending on the severity of the decision, the cost level and the risk, if all these things are low, then my subordinate can take decisions in my absence, but if it backfires then it will affect their overall appraisal and performance score- RA4".

The same line-manager concluded, staff can take decisions depending on their positions; you need to be a senior staff to take certain decisions especially when it has to do with financial resources.

However, there was a little twist from a Company C line-manager, who argued:

> "... That every idea needs formal approval by the board or top management before action is taken. Especially when it involves millions of naira and it is considered a big project. Besides that, if it is just an idea of how things can be improved upon or done better that does not involve much cost, then it might not need to get to the board, it can just be acted upon by any top management staff, therefore unless the top management is committed to the implementation of the initiative, it is difficult for lower levels to make certain types of decision-RC3".

In contrast, most contract staffs interviewed in company C revealed that they are not empowered, and all the decisions were centralised. However, some of the permanent employees, as well as a line manager, claimed that the empowerment of employees to participate in decision making depended on the level and position of the employees. For example, decisions involving huge financial cost and commitment would require top management approval.

The contract staff in the three case companies lamented that they were neither involved in the organisational decision-making process, nor the day-to-day decision. There is this feeling of lack of organisational citizenship which effects their morale, and consequently, affects their productivity.

However, most of the senior staff from the three case companies believed that decision making was not for everyone in the organisation, especially junior staff. According to one of the HR staff from Company B:

> *"Employees, especially contract staff, have no authority and are not empowered to take decisions, but follow instructions as centralisation is predominant in this organisation and decision needs approval by top management- RB10".*

To summarise, majority of the employees in these three case companies are all in triangular employment relationship, which means they are flexible workers (Contract staffs), and these categories of workers lamented that they have been left out of the decisions that affects them. They feel they are not been valued and recognised for their contribution towards the success of the organisations. They feel lack of organisational citizenship, and this may likely affect their behaviours, consequently, efficiency which may likely impede the success of PM implementation.

5.11.1.   Organisational Practices: Leadership and Management Commitment

Findings from the three oil multinational companies integrated below reveals that leadership could either be an influencer or an inhibitor of PM.

A senior manager from Company B attested that it is the responsibility of a leader to lead by example, motivate and instil confidence in their subordinates. He however alleged, that some leaders can be aggressive and bossy by nature, thus instils fear and create unnecessary anxiety and tension for their subordinates. This kind of behaviour tends to negatively affects employees' performance and the PM process in general. In his words:

> *"Sometimes even the style of leadership goes a long way to affect the success of PM in the organisation, some leaders are autocratic by nature and are controlling. This style of leadership will affect employees' performance, the state of mind, morale, and performance of employees, especially because employees implement the stages of PM-RB1"*

This view was confirmed by one of the permanent staffs from Company C, in his statement:

> *"I once had a manager who was very controlling and very bossy, and this affected my performance negatively because I didn't like him and the motivation to come to work or do my task was missing- RC5".*

On a different view, a line-manager from Company C claims that the initiative for implementing PM comes from above, and then resources are approved, the implementation. This is a situation where the top management/leadership has a great interest in PM, the resources, efforts and funds

will be dedicated to its implementation, but, new leader/leadership with no PM interest assumes office, reverse would be the case. He said:

> *"... we once experienced a situation in the past, were there was a change in the leadership of the company, on assumption of office, the new leadership put a cap on international training and course in the name of cost-effective drive"* RC3

Supporting this same claim, a permanent staff from Company C identified that the level of commitment was defined by leadership, which affected PM in the organisation. According to respondents, top leadership was held as one of the key determinants of successful PM implementation and once there was a change in the leadership of the organisation, it would trickle down to decision making and this would affect the way things were done in the organisation.

Another permanent staff Company C added that:

"Some leaders are not committed to PM and don't care how you are getting on with the work, all they want is achieved targets and fill the appraisal form at the end of the quarter/year, which should not be, and this frustrates employees' efforts towards PM- RC6".

Similarly, findings from Company A, respondents generally identified management commitment as an element/factor which affected PM in the organisation. Some of them argued that management introduce and implement the concept of PM into the organisation merely to keep up with the trend and industry practice, giving the impression that they were adopting best practice and attracting employee favour to the organisation, but sometimes they were not really committed to it and did not follow the process through in the standardised way. For example, one permanent staff said:

> *"It is a different thing to introduce a change initiative including PM to the organisation, it's another thing to be committed to its implementation in the appropriate way. The reason that I am saying this is because management bring in a lot of great ideas that can make the workplace a better place but are not committed to the process and this affects the implementation. Their commitment determines the supply of the resources needed to make it work."* RA5

5.11.2. Organisational Practices- Communication

This is also identified by respondents as an important element influencing PM. Communication is practised at every level in the organisation, between top management staff and staff at lower levels. According to one of the HR managers from Company C: communication is what drives PM because it is a way that the organisation states and communicates its expectation and drives the employee to achieve its objectives. For example, the cascading method is what is operational in the company, and stated that:

> "*The cascading method is widely used to implement the performance management system. The design of the performance management system is entrusted to senior management, which later communicates the programme to lower levels of staff- RC1*".

On this level, communication flows from top to bottom and vice versa.   Another line-manager from the same company alleged that communication is the lifeblood of every organisation… For example,

> "*Although formal feedbacks are given during the mid-year and year-end review, there are informal feedback session where the employee and the manager sit to have regular discussion regarding set targets. During the formal feedback process, the actual outputs are measured against the set targets. The reasons for shortfalls in performance are identified and discussed and this influences the kind of training offered to the employee, which affects the overall PM of the organisation*" (RC4).

The management team from Company A attested to effective communication within the system. PM implementation policy has been the responsibility of every permanent employee in the organisation. One of the senior Managers emphasise that when I mean all employees, it implies, their representatives, like the trade union leaders and managers were carried along in every step to the decision process. Although there were some key decisions that were sole responsibilities of the management staff alone, which were communicated to the employees. He stated:

> "*For PM to achieve its intended aim in an organisation, there must be an alignment and effective communication between individual, team, departmental, divisional, and the corporate goals…the goals are set and discussed between the managers and employees…. without communication, there will be no PM- RA2*"

He summarised that ineffective or unclear expression in communication could lead to misunderstanding, conflict, and inability of employees to achieve set goals. For example, when a team leader does not clearly communicate to its team members about their individual and

collective goals, there are chances of misunderstanding and, of course, conflict, so these are part of the challenges we face with the PM implementation.

5.11.3. Planning, Feedback and Reward Policies

Planning/Goal Setting Policies; Monitoring/Feedback Policies; and Reward Policies, are all parts of the elements shaping PM, mentioned under organisational practices. For presentation purposes, the findings from each case study organisation will also be integrated and presented within each category.

5.11.3.1.   Planning Policies

 The management team from the three companies' organisations acknowledged that a PM planning policy was available in their organisations. Basically, top management initiates the plan, decides on the goals and then cascaded down to the departments, teams, and individuals accordingly.

One of the HR personnel from Company A alleged that the planning policy was imperative and a key to achieving successful PM- stating that -:

> "Planning is one of the policies that is available in the organisation for PM and it is very important because it contains the guidelines of the various stages of PM, how goals are set and cascaded down to individual employees, and the deadlines that are set- RA7".

A line manager from Company C said:

> "Whenever PM is successful in an organisation, there is a PM plan…Planning takes us from where we are to where we want to be, PM is really about planning- RS4".

Similarly, and elaborating further, an HR manager from Company C said:

> *"For any PM process to be successful then the company must have its plan and guidelines to guard against things that can obstruct the normal running of the organisation. When we do our PM planning, we have to be mindful of security and environmental issues that can affect our production. For instance, some time ago, our operations were suspended due to increasing militants' attacks. Production was also suspended in other locations due to security concerns"*- RS2

Another HR manager from Company B said:

> *"...In essence, planning involves the inward and outward look of the organisation in achieving the stated objectives and exceeding performance in the organisation" RC2.*

5.11.3.2   Feedback Policies

Participants attested that the feedback available was either formal or informal in nature.

One of the line managers in Company A said:

> *"Based on the policy, feedback is conducted through formal and informal sessions. All managers as part of their targets are required to coach their subordinates and equip them with tools they need to excel on the job and resources they need to meet their target. The managers are to guide them and not leave them to fail... constructive feedback is needed for PM to be successful" RA4.*

According to one of the line managers from Company C,

> *"...feedback, which is a policy of PM in this company, is an ongoing process. Although, formal feedbacks are given during the mid-year and year-end review, we have informal feedback sessions where the employee and the manager sit to have regular discussion regarding set targets. During the formal feedback process, the actual outputs are measured against the set targets. The reasons for shortfalls in performance are identified and discussed and then the actual performance is scored based on the grading system in place. The PM process may not achieve its original intention if the feedback is not done properly or enough time is not created for it such that employees are not well guided during the year before the appraisal interview" RC8.*

5.11.3.3   Reward Policies:

Participants from the three case study companies identified and commented on the reward policies operating in their organisations. Participants confirmed that their organisations had reward and recognition policies to encourage outstanding staff at the end of the performance year.

However, information gathered from participants revealed that the reward and recognition policy practised by the organisation did not apply to all the staff members but, rather, only to permanent staff. It was noted that certain bonuses given as a result of PM did not apply to all employee, except Company A who do gives its contract staff health, housing and education allowance in the past, but capped it in 2013.

Nevertheless, different views on the organisations' reward systems were presented. The senior managers and line managers had similar views, but the contract staff had different views of the reward system. The senior managers insisted that the organisations' reward systems were not discriminatory, and that there were reward packages for all outstanding staff. An HR manager from Company B attested to the company having a reward system in place for outstanding employees. It is particularly designed to motivate and encourage excellent performance. He stated:

> *"Rewards such as Certificate of Award; and Letters of Appreciation, allowances are given in various forms i.e. housing allowance, medical allowance, car allowance, or 13th month salary allowance, to permanent staff who perform exceedingly well, to encourage outstanding performance" (RB2).*

Company A reward system is like that of Company B. the management team interviewed echoed same award packages. One of the managers said the company awards:

> *"good performers annual merit increment, career development, letters of commendation, amongst other packages" (RB2).*

The senior manager in Company C stated:

> *"The organisation has a reward and recognition policy that is not discriminatory towards all staff, the reward (Share Plan) packages are for all outstanding staff on permanent employment status, such are as well acknowledge and published in our newsletter. All staff are encouraged to do their best and surpass their targets" RC1.*

However, a contract staff in Company A stated:

> *"One of the reasons for PM in an organisation is to be able to motivate the staff to do their work better by giving them some form incentives and rewarding them, but when a staff [member] is not rewarded or recognised by the organisation despite their hard work, then it can be demotivating, affecting the staff performance which subsequently affects the PM process in a negative way" RA16.*

5.12.   Organisational Resources

Respondents in all three case companies acknowledged that organisational resources played an important role in PM. Based on research findings from each case study organisation integrated below. The organisational resources identified were: Human Resources (quality of

staff/employees), Financial Resources (money, cost of travel, and cost of software), Non-tangible (time, motivation, efforts) and Technology and information resources.

Participants indicated that resources were needed for successful PM. They explained these resources in terms of staff training (internal and external), travel expenses, time, provision of facilities and software. Participants also identified time and cost as important resources for successful PM Implementation.

Attention was drawn to the importance of the availability of human resources for fostering PM process. One of the HR manager from Company B spoke about the importance of having the right quality of staff employed by the organisation at various levels to promote the success of the PM process in the organisation. He said:

> *"The quality of staff employed by the organisation makes a lot of difference to the success of PM process, the company has been able to headhunt the quality of staff with vast experience in various fields and especially in HR to be able to oversee the PM process and this definitely has a positive impact in the PM implementation- RB2".*

A senior manager from Company C believed:

> *"the organisation needs money to run its operation and stay in business…. money is needed to organise training programmes and give incentives to motivate staff where necessary… although money is not everything, it plays a major role in PM process. Finance is key to ensuring that PM is successful in this organisation- RC2".*

However, an HR manager from Company C emphasised that human resources and financial resources were very critical for the success of PM in the organisation. It was identified that the company had a strong human resource base in the form of permanent and non-permanent staff.

The company is fortunate to have a good number of employees in quality and quantity who are very motivated, knowledgeable, and have rich experience about their job in the Oil and Gas industry and how to improve their performance individually and as a team, which has helped the organisation's performance. Although, Money is a very important factor for the success of any business and it goes a long way in affecting PM. without resources, especially the human resources and financial resources, PM cannot take place.

Another Company C line-manager argues that the success or failure of PM process depends directly and indirectly on the resources available whether funds, employees, or equipment. When it comes to the process of PM in an organisation, she said:

> "*I see the human resources as the most important influence, because they determine the success of every stage, from the planning to the objective setting, even to the final stage, so if they are not looked after properly then the process cannot be a complete success-RC4*".

5.13.   Research Question 3: How do (Employees and) Managers Perceive the PM Implementation Process?

Some respondents (senior managers and line managers) from the three case companies perceive PM to be a great initiative; achieving the stated organisational aims and objectives which is to manage employee performance and improve organisational outcome, while rewarding outstanding employees. Some line managers felt it can be stressful and time consuming.

5.13.1. Case Study Company A.

The management team in Company A views their PM system as a well-planned and cohesive approach that delivers continuous success to the company through the integration and development of their employees. This is achieved by developing a keen organisational commitment that considers the capabilities of teams and individual employee's contributions. One of the HR senior managers stated:

"The goal-oriented appraisal process which operates here has been very helpful to be honest, because the employee's goals are linked to the team and organisational goal. It focuses on employees achieving their goals ……. which is a positive thing for the organisation."(RA1)

The HR senior manager added

> *"…. A good performance management system enables the company to understand how its employees are presently performing. It also allows management to know their commitment level in terms of thorough assessment of the training needs of its employees, set progress plans and gives them the possibility of using the outcome of the PM process to influence employees' rewards and recognition" (RA1)*

Employees skills and competence are regarded as critical assets to any successful organisation, hence organisations can only achieve their set-objectives only though the combined efforts of

their employee's performance and their commitment task of managing their performance to get work done. The senior manager, in his concluding remarks stated:

> *".... The effective design and implementation of PM is the ultimate to a successful story of any organisation through effective commitment of its employees to the organisation" (RA1).*

Another Senior Manager stated:

> *"The management team ensures that the designing and implementation of PM incorporates all the features of HRM that are intended to improve the efficiency and effectiveness of both the employee and organisation. Designing of the PM process is to foster employee engagement, which will lead to higher levels of performance, and help to avoid failure" (RA2).*

There was positive perception regarding the procedures of how PM was being conducted at Company A. One of the permanent employees indicated that his (team) received adequate and helpful feedback from their supervisor during the appraisal process and that it was very helpful:

> *"My manager operates an open-door policy so that helped me and team members to approach him at all times. I also realised that he took particular interest in me and believed in me, he was willing to help and guide me in the right direction and that helped my confidence and gave me a reason not to let him down, so I worked harder than normal, and my appraisal came out excellent" (RA10).*

Although, a contract staff member lamented that:

> *"The permanent staff has the computer login system, where their goals are recorded, and have access to update, and fill in every accomplished target. But we the contract staff don't have such opportunity and most of the time, the rating of employees is done in absentia without the contract staff, which is used for laying off unproductive employees in case of downsizing or recession" (RA13).*

5.13.2. Case Study Company B

A senior manager from Company B argued that there is nothing subjective about the PM outcome, especially when S.M.A.R.T objectives have been set at the outset. An employee's performance is measured against set objective clearly spelt and this process makes it more objective than subjective.

Also, a line-manager attested that they are trained to implement the process correctly and objectively to avoid conflict between supervisors and subordinates… that is the only way to get

the best out of the process, and that is just what we are doing here. However, not everyone would be pleased with his/her outcome of the performance appraisal process. He stated:

> *"From my experience, PM is a very emotional and sensitive tool because we are giving feedback to people. It is the same issues even outside the country because it is people-based. The outcome of PM when handled by a skilled employee is great, but if the employee is unskilled it can be a very destructive tool. The important factor here is adequate training" RB4.*

However, some of the permanent employees were of the view, that the performance appraisal system had already been prejudged regardless of their performance. In their views, the appraisal process is heavily politicized and needs to be urgently reviewed with one respondent stating that:

> "*Forced ranking is a relic of the bygone age and gets your best and brightest employees out of the door simply because they do 'politics' or have benevolent 'God father' senior manager"*   *RB13.*

Another said:

> *"The forced ranking performance management system is in complete opposition to creating dynamic team-centric problem solving--your ranking (and salary) become benchmarked on your performance in the first two years; the company is slow to accept the changing work demographic; abysmal family leave benefits" RB12.*

Yet another respondent stated,

> *"I worked at Company B full-time (More than 10 years). Great learning experience, good pay and benefits. Chance to work on the biggest most challenging projects in the world. If you do not understand controls (financial, process, projects etc.) after working for this company you will never understand. They are getting rid of some of the good old boys but not quite good enough*" RB3.

The negative perception of permanent employees in Company B is endless.

> *"Yearly ranking session is not based on performance. You can have and exceeds yearly performance review and your ranking can still go down if you do not have the right sponsor or older than 55. Currently company is downsizing by weeding out 55 years and older and replacing with younger less experienced. Most folks hate the ranking session and what it does to the team work environment... kills the incentive to work in teams with those in your rank group. The company is talking about changing the environment and being more team oriented, but, they refuse to change the yearly forced ranking which puts fear and mistrust in everyone"-RB7.*

One of the permanent staffs has this to say:

> "*Unfair and ruthless forced ranking process; on paper should be performance driven but like all human controlled activities get subject to office politics of senior executives to settle scores or 'perceived threats'. Military-like workplace environment espouses only the top down approach, Absence of 360-degree feedback. A very evident double standard in faster career development of HQ country (US) employees compared to employees from other parts of the world, particularly Asia and Africa (much slower). Reduced emphasis on training/technical development of employees. Limited opportunity for career development*" RB3.

Despite these negative views, one of the HR managers from Company B alleged that there will always be some form of subjectivity involved in the PM outcome. He argued, there is no 100% objective appraisal, as far as human beings are involved, you cannot rule out the human factor. The focus should be how to minimise the subjectivity. In my last team, it was a team of 8 and the high flyers among the team were not rated best, so that should leave a question in the heart of people about the subjectivity of the outcome.

5.13.3. Case Study Company C

The management team interviews from Company C alleged that, PM is a management tool, just like every other tool. It is as good as the people using it, so if the people using it are trained to use it well, then it works well, but if they are not well trained to use it, then the result is unpleasant. This company ensure that all staff are adequately trained and know what is expected of them to get the desirable outcome.

Just like as the permanent employees from Company A and B, did not spare the management of criticism on the appraisal process, the perception of employees from Company C is very similar to the others. The permanent employees talked about perceptions of justice in their PM systems and many of these views were about the fairness of the results and outcomes. Below are statements from some of the permanent employees said:

> "*Personally, I believe that the result of the appraisal is not a true reflection of my actual performance, because I believe that I did very well in my last appraisal year, I met all my goals but unfortunately I was rated lower than my expectation compared to my colleagues who didn't do up to half of what I did and was rated better. According to my supervisor, the goals were met but not sufficiently met. I believe my full contribution was not taken into consideration.*" RC4

> "*There are elements of man-know-man in the outcome of the appraisal process. The result of the appraisal tends to favour some individuals who have strong network*

connections and relationships among the top decision makers in the organisation, and they enjoy rapid and faster promotion compared to people who don't, so sometimes it can be very discouraging to put your best efforts in the job because it doesn't change the outcome" (RC6).

"When I joined the organisation newly, I was given a job description and that is what I worked with to fit into the department and settle into the system. I noticed that after my probation period, I was appraised at the end of the year on certain set goals that were not categorically stated in the job description so that affected my first appraisal, now I have learnt better to always ask questions and be clear on what exactly my individual goal and objective is rather than assume it is just the job description I should work with" (RC10).

On the other hand, contract staff from the Company C felt relegated and expressed their dissatisfaction with how the PM was being implemented, as some of the PM processes were not carried out for them, such as, training, reward and incentives. Below are few comments from some of the contract staff.

"There is no structured form of appraisal for contract staff. We are not regarded as employees of the company, the only part of the process that we are communicated to or part of, is the informal feedback. Some of us work hard to ensure we meet the goals set for us, but we don't get the rewards and recognitions that comes with meeting such goals" (RC16).

"PM is good when there's something in it for you, when you know that after the process, then there is a form of motivation in terms of contract renewal or a conversion of your employment status to permanent staff, but unfortunately, it doesn't lead to any of this. The idea of PM for contract staff is just to ensure that their goals are met and no reward nor recognition of any kind" (RC11).

"Although I am not a permanent staff, I work so hard, I put in all my energy and efforts into my work… yet there is no incentive that match up with my input, so I ask myself, why stress myself and kill myself to meet my goals? When there is no reward forthcoming. This is very upsetting" (RC12).

In summary, perception is relative, depending on how it is perceived. Some respondents believed that PM is as good as the people using it, while others believed that with SMART goals subjectivity should not be an issue. Findings revealed, PM is a very sensitive and emotional tool due employees' perception of justice and fairness. This produced a strong negative perception of the appraisal process in the case companies.

Likewise, the contract employees expressed great dissatisfaction about the PM implementation processes referring to the partial implementation, which is carried out for them coupled with their unfavourable work conditions.

5.14. Research Question 4: How can PM be better developed and implemented?

Company A management believed, that the alignment of individual performance with those of organizational goals is also of tremendous significance by introducing a suitable set of performance indicators. Assessing performance is useful only when it is translated into practice. Performance management tools and techniques do not create constant high performance on its own, rather it requires to build up such an environment which is favourable for effective and efficient performance, along with a system of rewards and punishment, besides building capacity to get results. One of the line-managers stated:

> "*When employees' expectations are not met, inappropriate job behaviour and performance can disrupt the accomplishment of an organization's goals. It is important that employees should receive necessary training to do their work effectively. When implemented efficiently, a good PMS would provide significant information that would let an organization to make sound decisions regarding their human resources. Certainly, high-quality PMS can be an influential mean to drive organizational effectiveness and change" RA8.*

One of the line-managers from Company B stated that performance management system in this company is very rigorous and intensively implemented due to the market pressure and that of the shareholders. The company focus more on financial issues, their primary motive is to serve the interest of shareholders and to generate profit for the organisation. He said, all these oil MNCs in Nigeria believe that performance management process is an approach which is about what the company should achieve and how to achieve it. Performance management should also focus on the weaknesses of individuals and groups, develop these weaknesses and this will subsequently lead to the organization's success in achieving strategic goals. It also helps to increase the effectiveness of business processes by continuous improvement. So, it is necessary that the balance between long-term and short-term goals should be maintained. In addition to evaluation and ranking the employees; development of individual and organizational is also essential.

Furthermore, the manager buttress on the need of providing proper training to HR specialists and line managers which can improve their understanding about the design and implementation of performance management system. As the business nature of the oil industry is dynamic, so keeping in mind the future trends, 360-degree feedback is important because frequent and timely feedback could help an employee to focus on his performance and attain team goals with desired outcomes. Moreover, it also minimizes the chances of biasedness during performance evaluation. Hence, performance planning, performance review, feedback, rewards and recognitions play an important role in successful implementation of performance management system. Although the PM is designed according to the best practices but if not implemented properly by the line managers it can be ineffective.

A line-manager from Company B attested that performance management implementation is a critical key in Human Resource Management (HRM). In other words, PMS is considered as a crucial business driver that helps to achieve business result. An efficient PMS can boost the companies to maximize the employee performance. In his words:

> *"An effective system should be such that it can encourage an organizational climate of trust, autonomy, authenticity, experimentation, proactivity, confrontation, collaboration, communication and teamwork" RB6.*

Furthermore, the manager attested to a flaw in the current PM process in the company, he urged the management to look beyond the comparison of employees' performance judgement, and the rewarding of the 'supposedly' outstanding top-performers, rather, should be able to help other employees to achieve their objectives. This is a flaw on the company's PM policy which the organizations have identified, and the company is spending a huge amount of money to develop and implement an effective Performance Management System.

PM is the key factor which helps in determining whether a company can manage its human resources effectively or not. The PMS also provides crucial information on whether the work-integrated learning skills of employees are compatible with the objectives of their organizations or not. Evidently, a PM is critical to assess the success of any organization's human resources. A poorly implemented PMS will therefore fail to motivate an organization's employees, and unavoidably their lack of job satisfaction will ultimately have negative impact on their self-esteem, as well as the organisation.

A senior manager from Company C alleged a good performance Management System should involves: development of the organization's clear objectives and strategies, improving communication within the organization, so that the employees are not only aware of the company's objectives and the business plans and strategies, but also can contribute to their formulation. In addition, clarifying individual duties, responsibilities and accountabilities, defining and reviewing individual performance, implementing appropriate reward strategies and developing staff to improve performance and their career progression.

Further elaborating, performance improvement is dependent upon sound HR practices, fair appraisal practices, effective performance management, and an awareness of an organization's overall strategic goals. It is alleged that performance management process is more likely to be effective if they are perceived as fair, both in terms of how outcomes are distributed, and in terms of the rules used by the organization to distribute those outcomes. He concluded, better performance development and implementation is a combination of many factors other than the nature of the appraisal system itself

Two senior managers from Company C shared the same viewpoint, they observed, many of the reasons organizations report disappointing results from their performance management process can be attributed to either implementation or execution. A process whereby a line managers or employees not taking ownership of the process and treating the PMS as a compliance activity, rather than an opportunity to improve performance. They are of the view that these issues should first be addressed, before the organization commits resources to the process. The primary purpose of PM implementation is to facilitate discussion between the employee and their manager. Then the organization benefits by the day-to-day activities of employees aligned with and promoting the organizational goals.

The employee will benefit by having continual feedback regarding performance and opportunities to improve. Stressing that organizations should not consider their performance management system as a liability but should take it as an asset for the development of both the employees and organization's future. When the organization commits to making the necessary investment, the benefits that organizations can realize are ample. The association of individual performance with organizational goal is also of extreme importance by introducing an appropriate set of performance indicators. One of the senior managers stated: "*Analysing performance is beneficial only when it is translated into actions*". It is essential to create a

favourable and healthy environment for maintaining effective and efficient performance with a system to build capacity at all organisational levels to get results.

5.15. SECTION TWO: FINDINGS FROM BOTH THE PERMANENT EMPLOYEES AND CONTRACT WORKERS

This section is dedicated to the signposting of selected findings from the views of permanent employees and contract workers in the three case study companies. In particular there was a determined effort to allow the voices of contract workers to be heard. In supporting this decision, the researcher was mindful that there were also critical factors influencing successful PM implementation previously reported in the literature (See Table 3, in Chapter 2) specifically related to the work force (employees and contract staff).

The research questions (See Table 7, Chapter 4) were also relevant to explore perceptions of the implementation of performance management. Likewise, there were other questions (detailed in the interview schedule in Table 7 in Chapter 4), designed to generate answers which would throw further light on the perceptions of the work force in relation to the individual's performance, team working, and other concerns emerging.

5.15.1. Research Question 1: How is PM Implemented among Employees in the Organisations?

5.15.2. Findings

To have a vivid understanding of performance management implementation and other issues of concern, some permanent and contract staffs of the three case companies were interviewed and below are findings from their responses. The researcher must separate this part of the fieldwork, to make the voice of the employees heard, particularly, the contract staffs.

5.15.3. Case Study Company A

Responses from Permanent and Contract Employees of Company A (Middle and Junior employees)

The Permanent staff respondents from Company A revealed that in their organisation, PM implementation has been the sole responsibility of every permanent employee, regardless of the employee level and status.

A permanent employee in Company A revealed:

> *"The uniqueness of our PM process is that everyone is carried along and the goals are set together. It is the responsibility of every employee to be committed and involved in the PM process while they are still involved in their everyday roles and responsibilities as well" RA5.*

Another Permanent staff revealed a recent change in the PM implementation stating:

> *"There have been different changes with the implementation of PM, initially appraisal at Company A used to be done from one year after the resumption date of a new employee but that system caused a lot of work over-load for the HR department all year round, this practice has however changed, and presently, the appraisals are carried out at the same time every year for all employees" RA7.*

Yet another Permanent staff member said:

> *"The PM that we practice here in this organisation places emphasis on integrating everyone and involving every employee in the implementation process" RA9.*

But a contract staff member said that:

> *"Although the organisation has PM policy of alignment and integration of employee, but this is only applicable to the permanent staff. The PM implementation process for permanent staff is still more structured and detailed than that of the contract staff, our is just informal, a controlling factor of exploitation" RA15*

5.15.4. Case Study Company B

Responses from Permanent and Contract Employees of Company B (Middle and Junior employees)

The permanent staff respondents from Company B revealed a considerably high knowledge of their PM process, although they are quite unsatisfied about the way it is conducted/implemented. Permanent employees revealed that the organisation already has a set of standards which are being used to compare different employees and grade them at the same time. According to respondents, the supervisor is forced to rank/rate the employee based on- who is among the best, who is highly effective, who is fully productive and who needs improvements which has led to feelings of resentment, high competition, superiority complex (for the top performers) and inferiority complex for those who need improvement.

A permanent employee revealed that PM does seem to focus on merit and encourages hard work and diligence.

> *"Well to the best of my knowledge I believe that this organisation uses what is called a forced ranking method or process of PM. This is because there is a way the ranking or rating is done by the supervisor which puts every employee in a certain category based on certain criteria's, it categorises high flyers and identifies employees that need improvement plans" RB14.*

The thoughts of another permanent employee were voiced during the interview stating:

> *"I believe employees should work together as a team so that everyone is carried along, and support is given to one another which boost employee morale and increase performance, but I can clearly say that the PM implemented here encourages individual performance over team performance" RB8.*

A member of the Contract staff revealed

> *"Although a permanent staff will be able to help you more with a better and more detailed explanation, because permanent staff are more involved with PM than we contract staff to be candid, but what I know about the implementation of PM here is that it is more focused on merit and encourages exceptional hard work and diligence" RB5.*

5.15.5. Case Study Company C

Responses from Permanent and Contract Employees of Company C (Middle and Junior employees)

The respondents from Company C revealed that their knowledge and understanding of PM was not completely detailed and comprehensive as they are excluded from the design and formulation of the PM process, they however revealed that decision making regarding PM was taken at the top management level and then passed down to middle and junior employees which they called 'the downward approach' or 'top-down' PM method.

A permanent employee in Company C revealed that:

> *"...the way PM is implemented here is quite unique and different, the reason I am saying this is because the decisions regarding PM are passed from the management level and passed down to us, we are not directly involved in the planning process, but we implement the instructions given to us which I believe is a downward approach or a top-down method. The management believe this is the best approach when it comes to PM, but I believe that involving the middle and junior employees in the planning process and seeking their opinion might make a major difference to the overall output of the PM process" RC5*

Another Permanent employee in Company C revealed:

> *"The top-down PM method is what is operational in this organisation and to be honest, it has its pros and cons just like every other organisational tool or strategy has its advantages and disadvantages. The disadvantage which I have seen is that it doesn't give room for the involvement or contribution of junior/lower staff members" (RC14).*

The response of another staff member claimed that:

> *"Employees are not given the authority and privilege to take actions and decisions about PM process; instead we work with instructions and guidelines. I think opportunities should be given for employees to also discuss and contribute directly or indirectly to the PM process which some call the bottom-up approach too" (RC6).*

A contract staff member in Company C said:

> *"I feel that if employees are more involved in some of the PM decisions, it creates a sense of ownership and responsibility. It can also make employees value their job and make them work harder, although, I am not officially involved in the PM process due to my contractual nature" (RC11)*

5.16.   Research Question 2: What are the elements shaping PM in the selected oil and gas companies and how do they do so?

On the elements shaping performance management, the most outstanding factors that emerged from the three case companies were companies **training culture, change and communication** strategies. Other variables, recognition of achievements and leadership style were also found as well and will also be briefly discussed supported by quotes from respondents from the case study companies. However, the training method was one crucial concern expressed during the research regarding the implementation.

5.16.1. Training Culture

Some of the employees from Company C complained that the introduction of a new performance management system was done through campaigns, in the form of seminars and workshops, amongst others, for all the permanent staff. The training methods emphasised the classroom approaches, and had a little emphasis on practical application, brainstorming and role playing as training methods.

Most of the elderly employees from Company B attested that the adult education training approach is usually the best method in the case of introducing practical subjects; however, it was not utilized. They pointed out that during these training sessions, expert domination often manifested itself.

The experts were the bearers of knowledge and their words were final on the appropriateness and application of a performance management system. Even though the opinions and input of the trainees were solicited, the weight of their contributions was dwarfed by the experts' superior technical language. These only lead to one conclusion; that the knowledge gained during these exercises was exerted in a top-down approach and was consequently not effective. One of the employees surmised by saying:

> *"One essential factor that can influence the PM process is the staff training and development, because PM is about improving the performance of staff which eventually translates to improved organisational performance and one way to improve staff performance is through training. Although training is given but fails to identify individual learning ability" (RB11).*

While on the other hand, contract staff are not obliged training under the companies training scheme, their training is subject to their employer, which is the third-party contractor. Besides, they are not officially appraised, hence not part of the training scheme.

A contract employee blurted out that:

> *"Unlike the permanent staff that get training regularly within and outside the country, we contract staff don't get training from the company, rather we get trained by contractors which is barely sufficient and that is something I believe will affect the output and performance of the contract staff resulting in a negative effect of the PM process of the organisation" (RB10).*

5.16.2. Change:

The resistance to change is a natural phenomenon which affects all human beings. Therefore, change must be introduced carefully to avoid any serious disruptions. The extent to which care and caution were taken during the introduction of a performance management system in the three case companies happened to be controversial, but training of employees before the implementation of a new system was of value. However, this argument does not conclude that the training of employees during the introduction of a performance management system was effective, according to previous paragraph.

The introduction of the concept of a performance management system, despite an elaborate list of its merits and benefits to both employees and their organisation, seems to be unwelcome idea from most of the employees of the case companies, particularly the senior employees (not managers), but those that have put-in great number of years in the companies.

The introduction of new ways of doing things is often received with a mixture of feelings and this kind of behaviour was recognised during the interviews. There were these attitudes to changes in a manner that manifests resistance. This is be attributed to the fact that the employees may feel threatened, overwhelmed, helpless, aloof and powerless. Anxiety about the new phenomenon or total rejection thereof is often manifested in this case. For instance, one of the employees from Company B said:

> "*Some of these senior employees felt they would lose respect or control of subordinates if they were required to discuss one to one, the targets, objectives, standards and time frames to achieve given tasks. It was difficult to break away from the old habit they already used to, and to worsen issues, presently the company is downsizing by weeding out 55 years and older and replacing with younger less experienced. Most folks hate the ranking session and what it does to the team work environment... kills the incentive to work in teams with those in your rank group*" (RB7).

Other employees from Company A formed an opinion that the new system would complicate their jobs because they had for a long time, got on well without having to show what they would be doing at a certain point in time, and did not have to quantify what they did as it was not quantifiable. Some went as far as to argue that it was impossible to measure one's services. They protested that the new performance management system was going to cause unnecessary chaos in the company, especially in the cases where the supervisors and subordinates did not agree on performance issues.

Although, there were still some few other employees particularly those from Company A believed change could usher in something positive. Some of the interviewees welcomed the introduction of a new performance appraisal process on the premise that it would end prejudice and favouritism, and other unfair practices that line-managers easily applied on subordinates with the help of confidential reporting system. They believed that training needs would be identified in a more objective manner, because of the new performance appraisal process.

The new process accommodates assessment of training needs of the employees. This would also get rid of favouritism in the training of staff that occurred during the period of confidential

appraisal report. Then, the training of a subordinate was practically at the mercy of his/her manager.

Others believed that the new system would enhance communication amongst employees at different levels. Management would, care to know how employees were performing their duties and why they were performing in the way they did. Therefore, commitment to organisational and individual needs would be established and harmonised.

While employees from Company C believed that the new system would enhance the morale and motivation of employees, productivity and accountability. Everyone would have specific targets and objectives to pursue and achieved. One of the employees says:

> *"Achievement of set targets would be very rewarding, and failure would give employees the impetus to try harder" (RC5).*

5.16.3. Communication Strategies

It was discovered in Company A that a considerable number of the permanent employees interviewed believed that the management communication strategies were effective in encouraging the implementation of a performance management process.

A permanent employee from Company A said:

> *"...Like the saying goes, communication is the lifeblood of every organisation... For example, feedback given through communication is an essential ingredient of PM and is also an ongoing process in this organisation... Although formal feedbacks are given during the mid-year and year-end review, we have informal feedback session where the employee and the manager sit to have regular discussion regarding set targets. During the formal feedback process, the actual outputs are measured against the set targets. The reasons for shortfalls in performance are identified and discussed and this influences the kind of training offered to the employee, which affects the overall PM of the organisation" (RA4).*

However, most of the employees from Company B claimed that their management communication strategies on PM were not effective in encouraging a successful implementation.

One of the challenges of managing people and processes is that no two people will ever comprehend and communicate in the same way, so it is very crucial to clearly and explicitly communicating job roles and expectations from the start with all employees. It is important that managers know what employees expect from them too. Company B permanent staff member said that:

> "Sometimes when the words of a manager are unclear, especially speaking technical terms, this often leads to misinterpretation and arguments. So, it is important that all the language of communication should be clear whether intra-mails, telephone, fax, face to face, and more importantly, the words used to describe the goals and targets set should also be very clear" (RB11).

Another permanent staff from Company B said:

> "When a line-manager does not clearly communicate to its team members about their individual and collective goals, there are chances of misunderstanding and, of course, conflict, so these are part of the challenges we face with the PM implementation" (RB14).

Employees from Company C were of the view that the management communication strategies must be refocused on the real key players in the implementation process, in this case the line-managers and employee. A permanent employee revealed:

> "The uniqueness of PM process is effective communication. Everyone is should be carried along in every process of the implementation. When employees see themselves as having organisational citizenship, then it is the responsibility of every employee to be committed and involved in the PM process" (RC10).

Further stating that ineffective or unclear expression in communication could lead to misunderstanding, conflict, and inability of employees to achieve set goals.

5.16.4. Recognition of achievements

Recognition is based on acknowledging an outstanding performance and serves as a useful motivation tool. When employees have met or exceeded expectations on the set standards in his/her performance, this should not go without a word of encouragement or a reward. Therefore, recognition in performance management refers to rewarding good or excellent performance. This may include praise by management, promotion, opportunity to attend special conferences, seminars or training courses and secondments, amongst other. Recognition enhances self-worth of an employee. Employees who are proud to be of service and aware of

the quality of their work performs better. Company's perception and recognition" of good performance will contribute to employee morale. This argument further emphasises the importance of recognition in motivating employees in Company B, who believed that achievements and rewards system are not applied in the manner it should be due to the force ranking performance management system.

5.17. Research Question 3: How do Employees (and Managers) Perceive the PM Implementation Process?

From the responses to the question 'How do employees…. Perceive the PM implementation process?' the most outstanding factors that emerged from the three case companies were subjectivity of the system and perceived unfair judgement.

5.17.1. Responses from Case Study Company A Employees

A contract staff begins with the following statement:

> "There is no structured form of appraisal for the contract staff category as we are not regarded as employees of the organisation. The only part of the process that we are involved in or have a part of is when we are given the informal feedback and the goals during the year to ensure that we are meeting our targets. We are not involved with other aspects of PM such as the formal training, reward i.e. bonus, allowance" (RA16).

A permanent staff member said:

> "Sometimes feedback which is part of the PM process is not comprehensive as supervisors are very busy, this I believe is a problem because I experienced it. If I had been carried along well by my supervisor, I am very sure I would have scored higher in my last appraisal" (RA10).

A Contract staff member said:

> "….We are the most insecure set of people in the organisation, in case of any economic recession, downsizing, or retrenchment we are the first to be sent off so that makes it difficult to really feel secured on the job because you know that there is no security on the job, and the truth is that it will affect ones performance because you will be looking for greener pastures elsewhere and focus on your job will be difficult at times" (RA15).

In corroborating the above view, another Contract Staff said:

> *"We are seen and treated as second class citizens in this organisation and this affects our sense of belonging and responsibility in this organisation, that's why if any employment opportunity opens elsewhere we are quick to go because there is no security on this kind of contract" (RA18).*

One of the contract staff members complained about the treatment and relationship towards contract staff in the organisation:

> *"At this point, I must say that there is a wide difference between how we are treated as contract staff to how the permanent staff are treated, and honestly this has an impact on performance, it is sad to say that apart from some company benefits which we are not entitled to, we are not even allowed to join the company's cooperative group to access things like loans. This influences us generally… the truth be told, because we are humans" (RA12).*

In addition, another contract staff member expressed his grievance regarding the conditions for joining a Trade Union (Discrimination from joining TU stated that:

> *"Only permanent staff are allowed to join the Trade union, contract staff are not allowed to join the Trade union because the condition for joining is that the staff must be a permanent staff, they are not allowed to join because they fall under the category of temporary staff" (RA19).*

Another contract staff member said:

> *"Reward is an unrealistic hope for contract staffs. The treatment given to contract staffs is highly discriminatory" (RA11).*

Long-unchanged contract was identified as an aspect of work conditions that impacted on employees' performance, as some contract staff members had been employed indirectly by the organisation for many years and the contract agreement remained the same without any prospect of making them permanent staff or making their work conditions better. The contract staff said:

> *"I have been a contract staff in this organisation for 7 years… we have contract staff employed here who have been in employment for 10, 15, 20 years without being converted to permanent staff, so if they lose their jobs today, they are not entitled to any benefits, they go home empty handed and that is really discouraging and demotivating" (RA17).*

5.17.2. Responses from Case Study Company B Employees

Some permanent staff members said:

> *"Yearly ranking session not based on performance. You can have and exceeds yearly performance review and your ranking can still go down if you do not have the right sponsor or older than 55. Currently company is downsizing by weeding out 55 years and older and replacing with younger less experienced. Most folks hate the ranking session and what it does to the team work environment... kills the incentive to work in teams with those in your rank group. ExxonMobil is talking about changing the environment and being more team oriented, but, they refuse to change the yearly forced ranking which puts fear and mistrust in everyone"-RB7.*

> "*Unfair and ruthless forced ranking process; on paper should be performance driven but like all human controlled activities get subject to office politics of senior executives to settle scores or 'perceived threats'. Military-like workplace environment where that espouses only the top down approach Absence of 360-degree feedback. A very evident double standard in faster career development of HQ country (US) employees compared to employees from other parts of the world, particularly Asia and Africa (much slower). Reduced emphasis on training/technical development of employees. Limited opportunity for career development" (RB3).*

> "*Forced ranking is a relic of the bygone age and gets your best and brightest employees out of the door simply because they do 'politics' or have benevolent 'God father' senior manager"* (RB13).

Yet other permanent staff members said:

> *"My supervisor is hardly ever around, he always has to travel both locally and internationally for meetings and assignments and I have to just work on my own. During the last appraisal I was appraised by another supervisor who rated me but in my opinion is not an accurate rating but guess work because he doesn't have sufficient information about my performance" (RB14).*

> *"Sometimes when some tasks given are not clear to you and you go back to get clarification, there is this look and comment you get (suggesting that you don't know what you are doing) from your supervisor or you are not supposed to be here especially when you go more than twice, and this sounds little but very important to the achievement of my PM goals" RB5).*

> *"Some supervisors use the appraisal to get back at subordinates that refuse to comply with their personal request during the year... I was underscored by my former manager because I refused to date him and that's the way the system is, if I make an official*

report, I might be sacked or dismissed because he is a manager and more connected to the top management and can even frame up more things against me" (RB8).

While some contract staff employees said:

"The organisation has got beautiful plans for those who are permanent staff, they have training and succession plans for them and provide career growth and opportunities for them, which is very encouraging and motivating for the staff to perform better, but there are no plans for contract staff since we are subcontracted to them and this to a large extent is demotivating for us" (RB15).

"Although I am not a permanent staff, I work so hard, I put in all my energy and efforts into my work… yet there is no incentive that match up with my input, so I ask myself, why stress myself and kill myself to meet my goals? When there is no reward forthcoming. This is very upsetting" (RB12)

5.17.3. Responses from Case Study Company C Employees:

According to a permanent staff member, the increase in pay associated with PM which was motivating stating that:

"Basically, PM is sort of motivating because it leads to increase in pay/salary for those who have done well; it has a way of motivating people to give their best. Also shares are given out yearly to people who have been identified to have really contributed to the company's growth (the shares are held in trust for them for a few years before they can access them and do whatever they want with it, but it belongs to them" (RC8).

What some of the permanent employees said:

"Personally, I believe that the result of the appraisal is not a true reflection of my actual performance because I believe that I did very well in my last appraisal year, I met all my goals but unfortunately I was rated lower than my expectation compared to my colleagues who didn't do up to half of what I did and was rated better. According to my supervisor, the goals were met but not sufficiently met. I believe my full contribution was not taken into consideration" (RC4).

"When I joined the organisation newly, I was given a job description and that is what I worked with to fit into the department and settle into the system. I noticed that after my probation period, I was appraised at the end of the year on certain set goals that were not categorically stated in the job description so that affected my first appraisal. Despite my foul-cry, my manager said to me: with all the training and investment done by the organisation, you still didn't meet up or to whom much is given, much is expected. Now

197

I have learnt better to always ask questions and be clear on what exactly my individual goal and objective is rather than assume it is just the job description I should work with" (RC10).

By contrast, some contract staff member perceived that there was nothing in PM for him as it did not guarantee his contract renewal.

"PM is good when there's something in it for you, when you know that after the process then there is a form of motivation in form of contract renewal or a conversion of your employment status to permanent staff, but unfortunately, it doesn't lead to that, the idea of PM for contract staff is just to ensure that their goals are met and there is no reward nor recognition of any kind" (RC11).

"Unlike the permanent staff who have the computer login system where the goals are recorded and have access to update and fill it accomplished target, we contract staff don't have such opportunity, and training and most of the time, the rating of employees is done in absentia without the employee, which is used for laying off unproductive employees in case of downsizing or recession" (RC9).

"My perception regarding PM is that it protects and promotes only the permanent staff and not the contract staff, in the case where the company is downsizing and laying off its staff as a result of recession or change in policy, it's the contract staff that go first before any other category of staff, so regardless of how much you perform to impress your manager, the PM doesn't protect you as an individual contract staff" (RC12).

"The company is making so much money from Nigeria and only embark on capital flight, rather than use part of the money in creating sustainable employment opportunities in this country. Some of the practices you find with most of the companies here will not happen in any other part of the world but they (the MNCs) are capitalising on the poor state of the Nigerian economy. But for the alarming unemployment rate plus a very weak legal structure, the situation could have been different I suppose. The government is not showing much interest in the ways its citizens are treated by these oil MNCs, since they share in their profit. It is high time to reform the labour laws and put an end or minimise the exploitation of contract employees" (RC17).

5.18.   Research Question 4: How can PM be better developed and implemented?

5.18.1. From the responses to the question 'How can PM better developed and implemented?' the most outstanding factors that emerged from the three case companies were

Mainly employees from Company B alleged the company should develop the reward system that is contingent on the performance of employees, a concept that is commonly known as pay-for-performance across all levels and categories of employees. One of the permanent employees stated: for the force ranking performance management appraisal system to be effective, the performance measurement and reward system should be revisited. In the permanent employee statement:

> "*The development and implementation of the pay-for-performance system would sustain the performance culture, and even instil a positive attitude among the employees about the performance management system*" (RB7).

Another permanent employee from Company B also said:

> "*Performance results which show that the performance of employees meets the set performance criteria should lead to the allocation of appropriate rewards to concerned employees*" (RB3).

An employee from Company C stated proper planning for the development and implementation of the performance management system is required so that adequate resources are allocated and deployed. The current resources allocation that is indispensable to nurture the implementation of the performance management system is utterly insufficient.

A permanent staff member in Company C said:

> "*For PM to be more effective and achieve its aim, it must be in alignment and in conformity with the organisational goals and vision of the workplace, and each division, department, team and individual goals must be drawn from the company's goal. Our leaders should be engaged in the goal-setting and objectives, communicating missions to all levels, monitoring and controlling the progress and involvement in the implementation. Employee should not be left at the mercy of some supervisor/line-managers who themselves do not understand the system. If there is lack of alignment*

and the goals are not united to achieve organisation-wide goals, then the goals and targets of the organisation and that is not what PM is designed for" (RC5).

Another permanent staff who similarly stressed the importance of the knowledge of the appraiser for the success of the PM process:

> *"You cannot give what you don't have, it is only from the reservoir of knowledge that one has regarding a job that will determine if one will function well or not, and that applies to PM, if PM must be very successful, then the appraiser must be knowledgeable about the process from the beginning to the end, and be able to apply the knowledge that they have gotten to the real life situations. Without adequate knowledge of the implementation from either the rater or ratee, the PM process will not be successful."* (RC4)

5.19. Findings from the Labour Contractors

The two labour contractors interviewed attested to the supply of contract staff to the oil MNCs. They alleged that the oil MNCs in Nigeria contract out a large portion of their workforce to labour contractors to provide services to the companies and pay the contractors service handling fees and commission; notwithstanding the continuous, routine and permanent nature of the job. The management of these oil MNCs supervises the work and conduct of these supplied workers and determine their salaries, but only transfer payment to the labour contractors, who then pay the workers monthly.

On the issue of performance management, the contractors assert, that since they are not in direct supervision of these workers, they can only act with the information received from the management of the oil MNCs. In most cases, when they demand for a renewal of contract for some specific employees, the agency must oblige, or the agency might lose their contractual working relationship with oil MNCs in long-run. For the oil MNCs to make such demands on some employees, it shows the employees are good on-the-job. The agency work based on the request of the Oil MNCs.

The request on the renewal of contract for such employees, does it come with pay rise? "*No. is still the same contract, and terms of work. Nothing changes, except duration period, just like extension of work duration*".

Regarding the issue of training, the labour contractors confirmed they conduct a one-off training for the employees before assumption of work. The oil MNCs conducts induction training and the employees build up their skills on-the-job.

5.20. Findings Similarities and Dissimilarities of the Three Case Companies

5.20.1. Similarities

1. The three oil MNCs are increasingly taking the issue of performance management seriously in view of its merit as a tool for increasing productivity, efficiency and remaining competitive.

2. The three oil MNCs invest substantial amounts of financial and non-financial resources on performance management systems. The use of external consultant and technocrats to design their PM.

3. The outcomes of performance evaluation process are used for the purposes of reward management and providing employees with training and development.

4. They all have same policies of directly employing limited proportion of permanent employees, costs-cutting has been argued as the major rationale for this purpose. In general, financial independence seems to be the major concern. Hence their workforces are heterogeneous by nature.

5. The three oil multinational companies (MNCs) operates two-tier labour force (permanent and non-permanent) workers that frequently work as a team but managed under differential terms and conditions of work.

6. Their contract staffs are outside the purview of performance management process, reward system and training scheme.

7. The three oil MNCs wield so much power within the Nigeria state and communities by their partnership with the government. They have been able to explore, extracts and

exploits both the citizens and environment without any corresponding development (Okafor, 2014; Danesi, 2012).

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5.20.2. Dissimilarities

1. Different culture and dynamics play out in these three oil MNCs. Company A: drive for excellence and high performance. Company B: is identified with the culture of diversity and respect and responsibility, as well as, talent driven. While Company C operates Organisational Culture of Respect and Relationship.

2. Company A: operates Goal-Setting Objective performance management, and managers and employees are integrated in setting objectives. Company B: operates the Forced Ranking performance management system, which is mainly design by external consultant. While Company C: operates Management-By-Objective appraisal system, cascading goals from the top down.

3. Company B focuses on being performance driven, more on shareholders' interest, and generation of profit for the company, rather than development of employees. Company C structure lacks involvement and integration of employees, and just like Company B, it is more of shareholder driven. On the contrary, the performance management system of Company A, is designed to fulfil both the shareholders interest and that of the employees.

4. Company A: new appraisal form has a tracking back section which do not influence their appraisal system, and minimised halo effect. Company B: draws a training and development plan for least performed employee once, and subsequently laid-off if no improvement. While Company C: awards Share Performance Plan and training and development programme for employees who performed well in the space of three years.

5. Company A: takes allegations or complaints by employees on perceived biases on their appraisal process seriously. When such complaints are aired, an investigation is immediately launched to verify such allegation or condemn it. While in Company B: some of the permanent employees do not have trust and confidence in the appraisal system, and bitterly complained of the discrepancies in the reward and recognition systems.

6. Company A and B: operates upstream and hires more of expatriates. While Company C: operates mainly in the downstream, hence makes extensive usage of contract staff.

7. Table 1. 2015 Graphical differences in staff strength of the three oil MNCs

s/no	Name of Company	No. of Perm. Employees 2015	%	No of Agency workers 2015	%	Total
1	Company A	3,100	14.6	3,500	85.5	41,000
2	Company B	4,000	33.3	8,000	66.6	12,000
3	Company C	6,000	47.6	35,000	53.0	6,600

5.21. Summary

This chapter has presented the findings of the study, which reflect the strong analytical process the researcher adhered to in interpreting and presenting the key findings amongst other findings of the study. The findings were supported by quotes and statements provided by participants. All of these were carefully analysed and presented.

It must be stressed that an effective Performance Management System should ensure that both the managers and employees understand each other's expectations. At its best, Performance Management is a holistic approach and set of processes that are used to ensure efficient management of employees and teams to achieve organizational goals and objectives. The implementation of a performance management provides a space for intervention on poor performance and for rewarding good performance. It is also influenced by the organizational culture, management style, behaviour of employees, and other variables.

Chapter 6: Discussion of Findings

6.   Introduction

This chapter presents an integrated discussion of the three case companies in respect to findings and considering the literature. The research reported in this study was undertaken with the aim of investigating how performance management is implemented, and the elements shaping performance management in the Nigerian oil and gas industry. To achieve the aim of the study, a qualitative method research study was adopted, which involved in-depth face-to-face interviews with key informants. Data was collected from management staff (senior managers and line-managers), permanent and contract staffs, as well as, third-party labour contractors.

This study was guided by several research objectives, research questions and the findings from the qualitative research were presented separately. This approach gives the opportunity to discuss the unique issues arising from each case company that were not predicted in the literature.

The qualitative study explored how performance management is implemented, the elements shaping implementation, and employee's perception of the system. It highlighted the ways in which the performance management process of the three companies were perceived to have both positive and negative influence on the performance management system, particularly, the cascading method, and the forced ranking PM. Thereby, breeding a disgruntled labour force who do not see themselves as citizens of the organisations. The most disgruntled are the contract staff, who are not officially recognised as employees of the case companies, hence skeletal or no formal appraisal system is performed on them. These categories of workers formed a considerable number of the workforce.

In keeping with the broad aim of presenting a holistic account from the management point of view and employees, this discussion is divided into subsections with focus on different aspects of the subject under investigation. As mentioned in Chapter 1, different studies have tended to focus on different aspects of performance management implementation and its outcomes (Pulakos, 2009; Berman, et al. 2006). For example, when PM is implemented correctly, it communicates its importance to the organisation, drives employees to achieve set goals and implement the organisations strategy (Pulakos, 2009). But if poorly designed and implemented, performance management can have disastrous consequences not only for the organisation, but employees (Cooper, 2008).

While other studies discussed in-depth issues reflecting on the accuracy of performance rating systems (O'Boyle & Aguinis 2012; Sculen, and Aiman-smith 2005). Several other literatures focused on the rater training programme which is centred on rater errors and how to avoid them such as halo and leniency error (Bernadin & Pence 1980; Hedge & Kavanagh 1988).

This study has attempted to tie these different aspects of performance management implementation together to provide a more holistic and richer narrative, as performance management implementation has well grown beyond these challenges. Recent focus and interest have been on the reactions and perceptions of employees to their performance management process (Ahmed et al., 2011; Levy and Williams; 2004), which the finding of this study proved obvious in the case study companies. The main findings are hereby recapitulated

This section presents the major findings from data analysis in Chapter 5. Results suggest that Company A, B, and C, were committed to the implementation of performance management system. This implies that there was a good understanding of PM and a desire to have the system operating effectively. It was however found, that the implementation of performance management was specific to their permanent employees, and not the contract staffs who formed the considerable numbers of the workforce. This issue of the contract staff is more elaborated at the later part of this chapter.

6.1. Performance Management Implementation

There are differences in the implementation of performance management in Company A, B, and C. The Nigerian oil industry is one sector where a great amount of consideration is being paid to manage the performance of employees and the organisation. It is identified that these case companies have altered their performance management systems that have brought about changes. For example, Company C adopted Management-By-Objectives (MBO) performance management model from their Netherland headquarters. Company B utilised technocrats to formulate its performance management systems known as the Force Ranking System, and Company A adopted a goal-oriented PM, which integrates its employees in the implementation process. This study argues that the acceptable match of performance management implementation between these organizations is necessary for their effectiveness. Hence the most perceived successful models adopted by the three case companies.

Performance management is argued, to be a holistic and integrated approach that ensures efficient management of employees and teams to achieve organizational goals and objectives. An effective performance management system assures that both the managers and employees understand each other expectations. Hence, its design process starts with the strategy of establishing the goals and key performance indicators for the organisation.

However, findings from this study revealed that indicators were built into business plans and cascaded to all levels of the organisation, in a bureaucratic, rule-based and economics-focused driven, and less of employees' developmental plans. This study however argued that, an integrated and designed PMS, has the potential to result in desired outcomes such as: enhanced performance, increased productivity and profitability.

Empirical feedback also suggests that the focused indicators of what should be done, when it should be done and who should do it suggest the pursuit of predictability, which is characteristic of bureaucratic systems (McAuley et al., 2007). Thus, the term 'employee performance management' may suggest employee submission rather than active involvement. Since most the employees from these three companies were not involved in the design of PM. This weakness has a negative impact on the employees' engagement in the system implementation.

Most of the employees interviewed argued that the idea of implementing performance management was good, and if well managed could improve productivity in the organisations. But they noted, that much focus was on serving the strategic purpose of the organisations and leaving the other aspects of providing developmental functions. Therefore, a respondent described it as a white elephant which lacked focus on issues of developmental purposes. He noted that management was not utilizing performance appraisal information for any purpose and wondered whether it was not introduced because of pressure from shareholders.

Conclusively, findings indicate lack of employee involvement in the planning process, which has resulted in a lack of understanding and purpose of performance management system. Also, the insufficient proper engagement with the employees might have resulted in their views or perception of their expectations not been met by the organisations, with regards to rewards and development. This bring us the issue of integration.

6.2. Integration

Integration involves 'ensuring that performance management is part of the overall corporate management structure of the organisation, that there is a 'clear line of sight' for employees between their responsibilities and the objectives of the organisation and that the implementation needs be planned carefully with adequate training component'

6.2.1. Integration between business processes and PM

With reference to the theoretical framework in Chapter 2, Brudan, (2010), stated the necessity of organisations to have insight into the relationships between business processes and critical success factors, such as, individual, strategic, and operational performance management. This argument highlighted a very critical issue that affects the success of PM, whereby the link between the PMS and the different processes in the organisation, supports the successful implementation through the proper integration of all functions in the business. Findings from this study, suggests no feedback was received from the management team of the case companies about the link between performance management systems and other business processes, besides Company A, who integrated their permanent employees in the PM strategy and implementation process, as well as, including some HR best practices in the appraisal form. Suggestively, this could be attributed to the understanding and acknowledgement of employees as the key element to a successful implementation of PM. This study argues that lack of proper integration will make the system isolated, and this isolation will cause the system to be abandoned by users and fail.

Evidently, it seems fair to suggest that there is an amount of unsatisfactory feelings among the employees, particularly, those from Company B, and C on the implementation of PM. For instance, besides the lack of employee involvement, there is a disgruntled behaviour of the employees concerning the reward system, training and development, and the credibility of the appraisal process. Suffice to say that these companies need to consider alignment and integration if they hope to ensure credibility of their performance systems within the industry.

6.3.   Credibility/Fairness

Credibility is about winning the support and confidence of staff through transparency, fairness, and simplicity, and progressive implementation, management commitment, reducing the gap

between rhetoric and reality and by addressing poor performance with developmental plans and not by discarding. This goes to the heart of the matter of any performance management system, without credibility, organisations do not have commitment by staff to the process or to its outcomes. Therefore, it is unlikely to achieve its intended goals as employees go through the motions, rather than engaging with the process.

Results from findings indicated disillusionment and frustration with a system that promises development yet does not deliver, because of lack of focus and resources to support performance review outcomes. The disgruntled responses from employees, particularly, those from Company B suggests that management purpose of performance management was more of economical, and shareholders driven, rather employees career development.

In summary, findings from this study do not indicate that performance management systems are transparent or fair but are perceived as 'a lopsided process'. Effective performance management systems show a link between performance and rewards (Martocchio, 2014; Milkovich et al., 2014; (Pulakos 2009; Torrington et al. 2008; Aguinis 2009). Although, this is clearly not happening across the three oil MNCs studied and even where reward is available, it is only applicable to few permanent employees who are exceptionally high performers.

In addition, employees' queries the Management-By-Objectives performance management system. They argued that the constant changes of the market environment can make the achievement of set objectives unrealistic, thus hindering their rewards. Failure to revise objectives according to the changing business environment, as well as, failure to provide adequate training and resources is a strong indicator of lack of management commitment and merely serves to sharpen the focus of management on the gap between the rhetoric of the organisation and the reality employees' experience.

6.4. Elements Shaping Performance Management Implementation

Findings revealed various critical elements/factors perceived to be effective in shaping what would have been a smooth process of implementation. The elements/factors explained below have not been attached to a particularly company under study but suffice to say that participants responded to this question based on what they observed in their respective companies.

Therefore, the following were given as elements/factors shaping the implementation of the performance management policy for the three case companies.

6.4.1. Culture

Company A acknowledged that their organisation has a strong drive for excellence and high performance and this has a positive impact in the way their PM is implemented. The study identified that drive for organisational excellence tends to promote and sustain an effective result-oriented environment, where organisational objectives are clearly defined and implemented at all organisational levels. This finding is consistent with the position of Barth and Beer (2018), who state clearly in their study, that a successful organisational culture, and a successful PM, are not mutually exclusive, they work together.

Dewaal and Counet (2008), also mentioned that, there would be problems with PM implementation if the organisation does not have a culture which is focused on achieving results and continuous improvement. Like this claim, Magee (2002) asserts that PM could be counterproductive if the impact of organisational culture was not considered because the two depend on one another and change in one will affect the other. Fryer et al (2009) also claimed that a key feature leading to a successful PM is the existence of a culture which identifies and improves good performance rather than a burden used to chastise poor performers. According to Kotter (2012), employees of an organisation with strong culture will follow its values with little question while a weak culture provides only broad guidelines to its members.

On the other hand, Company B, identified the culture of diversity and respect and relationship, as elements that serve as enhancers or inhibitors to the success of performance management implementation. The engine behind PM is people, and it is important that when there are diverse people with different orientations working in an environment, care should be taken to manage the individuals, their performance, and their perception, to minimise the existence of clash, conflict, discrimination and segregation which affects PM in a negative way.

This reinforces the position of Barth and Beer (2018), who assert that respect and trust absolutely support personal relationship building and accountability among people, which results in a successful PM. If employees perceive they have a good personal relationship they will exert every possible effort to carry out their responsibilities and duties efficiently and effectively, which leads to a more productive and successful PM implementation. One of the

respondents also sees diversity as a facilitator of PM, explaining that because the organisation is a multinational organisation and has a core culture of diversity, it encourages and embraces the recruitment of people with diverse experience and background who can introduce unique ideas, great contributions, and new ways of doing things better in the organisation with more effective methods of implementing PM.

6.4.2. Organisational Practices

Planning was identified in the findings as a key element enhancing PM. Planning involves goal-settings, assigned to individual employee, or as a team, with deadlines of achievement. The significant and positive effects of goal-setting with the employees in the findings supports the theory of goal-setting, which suggests that appraisal criteria, performance goals and the purposes of performance appraisal should be clear and understandable, to motivate the appraisee, otherwise the appraisee would not know what to work towards (Locke and Latham, 2002).

In addition, the findings are in consonance with the views expressed in the literature, which stated that, a crucial part of planning is goal and objective setting, and goal achievement (Armstrong and Baron, 2005; Anyim et al 2012; Aguinis 2009; Armstrong, 2015). This helps to motivate employees by giving them the opportunity to perform and develop themselves. Specifically, Armstrong and Baron (2005), noted that performance planning motivates people by giving them the opportunity to perform and develop by recognising their achievements. Anyim et al (2012), stated that when employees had a clear understanding of an organisation's objectives through performance planning, it helped them to align their individual performance in the right direction to achieve the results desired by the organisation.

Barth and Beer (2018), submits that performance planning ensures alignment of the individual team members with the overall organisational strategy and key initiatives; alignment of focus on organisational priorities; support for consistency of purpose; guidance for work efforts in support of key results, and creation of a total synergy and leveraging impact that would not exist otherwise. On the other hand, they explain developmental planning as the identification of on-the-job learning opportunities in support of both performance results and development plans.

Another respondent explains the importance of planning to the success of PM, saying that it helps to make information and communication clear from top to bottom. This is consistent with the literature of Pulakos (2009), who alleged that PM is about how organisations communicate expectation and drive the behaviour of employees to achieve important goals. Similarly, Elliot (2011) observed that communication plays a vital role in almost all spheres of an organisation, stating further, that lack of effective communication may lead to, misunderstandings, lack of information, decrease in employees' performance, and decrease in company's turnover, as a result.

6.4.3. Communication

The use of ambiguous and unclear language was identified by some respondents in one of the case companies as an element that hinders the success of PM implementation. Unclear communication can be misinterpreted, and consequently inhibit the success of PM. Also, unclear language, such as the use of technical words, was explained as a barrier in spoken and written form of communication during the PM process, and this can be misinterpreted, consequently inhibiting the success of PMS. This is consistent with literature, as Coate (1993) argues that unclear language can be detrimental to successful PM.

Although, this problem of communication was not found with Company A. According to respondents, there is a great level of direct communication between line-manager and the employees. The staff have opportunities to communicate their opinions regarding their performance to the manager. They receive feedback from their superiors regarding their jobs. They can give input on how better to improve their performance, this reduced the power distance culture in the company. Employees and their line-managers seemed to act as co-appraisers in the process of performance management. There seemed to be no deliberate attempt by managers to utilise the discretion allowed to employees as means of controlling their performance. Rather, managers saw employees as intelligent individuals who can understand the purpose of their work and who would probably resent attempts to drive their work behaviour. This great communication system placed Company A at a competitive advantage to improve competencies development for staff and better performance system for the company in general.

Likewise, findings reveal that the management of Company A, provided an environment where employees could actively involve themselves in work organisation, decision making,

supervision, performance evaluation, (see Chapter 5). Managers used their management experience and authority to flexibly guide rather than drive or control employee work behaviour. Employees worked hand in hand with the managers to plan for activities, adopted collectively agreed upon work behaviour, and were eager to bear responsibility for their performance as individual and as a group. The employee performance management and control process at Company A thus tended to provide employees with an opportunity to be actively involved rather than having their work behaviour driven.

Davis and Rogers (2006) argue that to get the most out of a PM, it is critical that the organisation develop an effective communication plan. They also stated that communication should be crafted to build enthusiasm, understanding, and commitment by continually explaining the benefits of using the system to employees, to leaders, and to the organisations. Kotter (2007) asserts that continuous communication is very important to reinforce the message so that there is no delusion as to what brought about the need for PM. Accordingly, if any implementation of a process intended to change behaviour, as with performance management system, it is important to develop both the confidence and the competence of all key players around fulfilling their roles, and this can be done through communication.

In addition, when a line-manager does not clearly communicate to the team members about their individual and collective goals, there are chances of misunderstanding and of course conflict, which can lead to challenges with the PM implementation. Seotlela and Miruka (2014) stated that regular communication rather than a one-off communication should be driven from the highest offices using every possible vehicle within the organisation's communication infrastructure to support PM implementation.

Based on the effective communication of the performance management system found in Company A, there were limited complaints of unfair measuring and rating system, because both the managers and employees are fully involved from goal-setting to the final appraisal stage.

6.4.4. Performance Management and Rating Scales

Evidence suggests that respondents are having different views and levels of satisfaction from the measurement and rating of their appraisal systems. The format of rating scales and the types of performance evaluation measures used in the appraisal systems, such as, the force ranking

system, objective measures, and goal-setting, affects the satisfaction levels of individual performance appraisal. Whichever measures are used, each measure creates a different measurement scale and, hence, different rating grades. For instance, Company A indicated having a better format of rating scales that incorporated specific assessment criteria. The ratings are in accordance to employees' performance in line with set goals, either an employee exceeded the set goals, met the goals, or was not able to meet the set goals. This process ensures that the correct results come out. Employees are given the privilege to provide comments, just like the managers. The feedback tracking system being used by Company helps in minimizing any halo effect.

However, the responses from Company B suggested that "*the current appraisal system is not fair and difficult to decide the actual mark/grade as most of the criteria given are not detailed out, there is no guideline to assess the criteria, as well as being very subjective*". As far as the rating scales format is concerned, respondents argued that the rating has been pre-decided before the actual appraisal. They believed the rating system is biased because the management has given a rating which must be complied with by the line-managers/supervisors.

Most of the employees from Company B interviewed, argued that the performance management implementation brings about excessive competition and jealousy. For example, two individual who performed very well or met their set goals for the period, are separated into different categories based on forced ranking, the employee who is placed on a lower category is bound to feel a sense of humiliation and/or resentment towards the other person in a higher category. Thus, the individual might be unwilling to assist the other in carrying out his assignment and may even sabotage his efforts if possible to appear better than him on the next appraisal. This has generated an environment where competition trumps teamwork, destroys self-confidence and job satisfaction within the group. This system leads to employees worries over the honesty of the process. Thus, this indicates that the performance appraisal form itself is not properly designed in that it does not incorporate specific format of rating scales that is fair to everyone.

The implementation of the force ranking system in Company B was seen either to be productive or counter-productive in improving motivation and performance within the employees. On one hand, there is the basic assumption that making a direct association between reward and performance using forced ranking will enhance the level of employee commitment and eventually promote workers' productivity and organisational effectiveness. However, some

interviewees commented that using this rating system may actually deter progress. For example, this is a direct quote from a Company B employee:

> *"Yearly ranking session is not based on performance. You can have and exceeds yearly performance review and your ranking can still go down if you do not have the right sponsor. Most folks hate the ranking session and what it does to the team work environment... kills the incentive to work in teams with those in your rank group. The company is talking about changing the environment and being more team oriented, but, they refuse to change the yearly forced ranking which puts fear and mistrust in everyone".*

An environment where mistrust truncate progress kills motivation. Motivation will only occur when the individual employee perceives that performance is fairly measured, that rewards are worthwhile, and that the likelihood of receiving such rewards are high (Smith, 2008; Armstrong, 2006). With no rewards on offer, motivation then becomes problematic. Lack of motivation may be attributable to the lack of reward available.

6.4.5. Reward and Recognition scheme

Ideally, performance management systems should have in-built recognition and reward systems (Rana, 2011, p. 178). Recognition and reward systems are used to motivate staff by recognising, praising and rewarding excellent work done and to foster sustainability of the good work being done. They are essential ingredients of high staff morale and good staff motivation, which are critical to develop a high performing workforce. Reward and recognition have been recognised by several authors as one of the crucial elements that could motivate employees in achieving organisational objectives (Martocchio, 2014; Bhattarchayya 2011; Pulakos 2009; Torrington et al. 2008; Aguinis 2009; Armstrong, 2006). Similarly, the findings from this study revealed that there are both intrinsic and extrinsic reward scheme within the selected case companies to encourage employees' contributions and achievements. The type and methods of rewarding people for their contribution as identified by respondents are as follows:

6.4.6. Publications in newsletters: where management acknowledges and appreciates the achievements and efforts of people, usually published in a newsletter.

6.4.7. Bonuses:

This is also highlighted and acknowledged in the three case study organisations. Rewards such as Certificate of Award; and Letters of Appreciation, allowances are given in various forms such as, housing allowance, medical allowance, car allowance, or 13th month salary allowance, to permanent staff who perform exceedingly well, to encourage outstanding performance. Practicing perks packages has been argued in Chapter 2, to prevent turnover, increase loyalty and engagement, and build sustainable competitive advantages (Dessler, 2008). Also, Armstrong, (2006) argues that reward would enhance motivation, commitment, increase job engagement and develop discretionary behaviour needed for a successful PMS.

Besides, not all the employees are an enthusiast of the reward and recognition scheme. The morale of some staff of these companies is low because of complaints of over-work, inadequate promotion avenues, and lack of transparency in the rewards. Staff welfare is one of the challenges. Some of the permanent employees, particularly those from Company B, argued that even when one does exceptionally well in his/her work the system does not reward that person accordingly.

Among the rewards mentioned earlier is that good performers could be awarded annual merit increment, career development, letters of commendation amongst others. Nonetheless, the argument is that the reward and recognition system operated in an unfair manner because these employees believed it lacks clear and transparent criteria and argued that the rewards go to people who did not merit them because of preferential treatment or manager's preference. Deming (1986) identified this problem of unfairness when he argued that reward and recognition of employees is very difficult because of managers' bias.

The identified perceived unfairness within the reward system demotivates and demoralises staff, this having a negative effect on the organisation. This problem is similar to what has been identified in the literature by many authors who contend that reward schemes need to be managed carefully. Armstrong (2006) argued that if the reward and recognition of people's contribution is not handled correctly, it will undermine team efforts.

Again, contract staff that formed most of the workforce are not part of this reward and recognition scheme in the three case companies. There was argument emerging on this among the workers. Some (Company A staff) were of the view that, they used to get some form of

allowance, though not as much as the permanent staff, and used to be in the form of housing allowance, medical allowance, educational support allowance, generator allowance, 13th month salary allowance.

However, these schemes were capped in 2013, due to organisational cost-cutting drive. While others argued, they never received anything. The researcher perceived this could be workers that joined the companies after 2013, when the partial reward and recognition must have been capped. They are very dissatisfied with the system, as claimed by one respondent, who claimed to have been an exceptional worker but there is no consideration for contract employees. The respondents acknowledged that the problem associated with the reward and recognition schemes was perceived an inherent unfairness on the contract staffs. This aligns with the study of Dewaal and Counet (2008) when they stated that if organisation members do not see rewards and benefits from the system, there would be strong inclination to give up on the system.

6.5. Employee Participation and Involvement

Besides rewards, employee participation and involvement has also been identified by respondents as one of the important critical elements shaping PM implementation in the organisations. And this is consistent with literature (Deming 1986; Mone & London 2010; Pulakos 2009) that employee involvement is a critical factor for a successful PM implementation. Also, Deming (1986) emphasized the importance of employee participating in decision making, including planning, goal setting and monitoring of performance. He argued that they need to be encouraged to make suggestions and take a high degree of responsibility.

In the case study organisations, respondents complained that they were not empowered to take major decisions in the implementation of performance management system. They only take instructions from superiors and instructions must be followed. Also, contract employees in all the companies expressed their views, which suggests that their opinions and suggestions are likely not to be considered by top management with regards to the implementation of performance management. This lack of participation could be counter-productive in the organisation and may lead to workers having a sense of alienation.

Lack of employee involvement in PM implementation could be a result of weakness in the design of the performance management system (PM). The PM may not be designed properly to involve all categories of employees. Another reason could be the lack of a strong link between

PM and the individuals' routine work. Nevertheless, this is one of the risky areas that need major improvement. Studies considered lack of employee involvement as one of the reasons for PM failure (Kaplan, 2001). One of the respondents emphasised the importance of employee citizenship and belief in the system. He believes that if the PM had been embedded in the employee's daily work then chances for success could have been better.

Furthermore, respondents have reported an apparent lack of interest about PMSs among staff, particularly, the contract staffs. The reason for the lack of interest is attributed to the fact that staff do not see the benefits and value of the system. No information was found confirming that enough effort was made to convince the contract staff about the potential of the PM. This implies, that the issue of employee involvement is critical and requires a huge effort to overcome it. A PM could fail due to the weak involvement of all categories of employees, as a result, it is important to develop a full strategy to involve them in performance management implementation. This strategy may consider reviewing the design for more effective involvement of employees, and it may include a better link between the PM and individuals' daily work, which is key to ensuring better participation. Participation of contract staff should be encouraged to enhance commitment to work, which in turn helps to foster PM. In addition, it is very important that employees see the benefits (Reward and Recognition) of their effective involvement in a PM.

6.6. Leadership and Top Management Commitment

Several studies considered lack of top management commitment and support as one of the main reasons for the failure of performance management implementation (Cavalluzzo & Ittner, 2004; Chan 2004; Cheng et al., 2007; Kaplan and Norton, 2001). According to respondents' feedback, this commitment will not be effective unless the leaders participate effectively in developing and implementing the PMS. Also, engaging in setting targets and objectives, communicating missions to all levels, monitoring and controlling the progress and involvement in the implementation to the end are of extreme importance. All these are left at the mercy of the line-managers and supervisors, whom employees criticised for being unfair in their appraisal judgement. According to previous studies, the decreasing commitment from senior management is traceable to certain factors including lack of understanding of the objectives of the new system (Armstrong 2009, Redman and Wilkinson 2009).

Management commitment as an essential requirement needs to be demonstrated at all levels within the organisation to promote the culture of the Performance Management System (Morisawa and Kurosaki, 2003). However, it is apparent from employees' feedback, with regards to measurement, incentives, training and development there is limited support from the management and a lack of understanding of its benefits for the business, which does not support successful implementation of a PM (Bourne et al. 2002).

Also, top management often fails to ensure the appropriate resources are allocated for the project. Furthermore, leaders are not found to be an ideal role model for the staff, particularly, some of the line-managers accused of been biased in the appraisal process and reward scheme. These are a few examples demonstrating the lack of management commitment and leadership support for PM implementation. Researchers argue that top management commitment is widely taken as a major factor influencing the success and failure of project implementations (Richardson, 2004). Dewaal & Counet (2008) opined that when management commitment and leadership buy-in is lacking for the PM implementation, other organisation members will put less priority on working with the system. This position is also similar to the views expressed by Pulakos (2009) which claimed that a key feature of successful PM is leadership commitment.

On the other hand, employees believed that where PM is in the interest of top management, it is likely that resources, efforts and funds are likely to be dedicated to the PM, but as soon as, a new top leader (with no interest in PM) is appointed, the PM is in danger of being halted. Senior and line management commitment was also identified by Seotlela & Miruka(2014) as an important factor for a successful performance management initiative, stating that it is utterly futile to have well-developed PM without commitment from the management team. Accordingly, if senior and line management do not show commitment to the implementation of PM, the employees will also not take it seriously. They are also of the opinion that line managers need to show a real sense of ownership during implementation of PM. In all, top management should provide the necessary support, leadership, and resources, and all the leaders need to be trained for the effectiveness of PM process, particularly, when the concept is new.

6.7.   Resistance to change (Human Element)

Developing and implementing the new performance management system is central to organisational intervention and change strategy. It necessitates modifications in other management activities and practices. The effects of these changes can incite opposition against implementation of the system. Leadership, management and employee's commitment are critical to the development, implementation and general success of the performance management system. It should be managed as a major change programme that requires committed resourcing and leadership support (Armstrong and Baron, 1998).

Therefore, successful organisational change involves having a clear change structure (Carnall, 2007), clear overviews of the goals and directions of the change processes and the roles people will play (Hale, 2004). This is like the operation of Company A. Company A's employees were incorporated into the changed system right from the inception of the new performance management system.

However, findings revealed, that most of the employees from the other companies were not very disposed to some of the changes made, with regards to performance management implementation, and how it was being measured. This possibly, due to the headquarters PM model adopted by Company C, and the performance management design which was outsourced to experts (technocrats), as well as, the forced ranking measurement of the appraisal system by Company B. Where managers alleged that, uprooting the lowest performers will promote a climate of constant progress. If employees at the bottom are replaced, the third quartile becomes the new bottom group and the aim of subsequent improvement efforts (see Chapter 5). This confirms the assumption of the employees, that the performance management system is more economically focused, and shareholders driven, than employee's development.

However, the decision by Company B to discard employees at the bottom-bucket seems not to be well accepted by the employees. For example, an older employee stated that:

> *"Company B is getting rid of some of the good old boys but not quite fast enough, and the early ranking session is not based on performance. You can have and exceeds yearly performance review and your ranking can still go down if you do not have the right sponsor or older than 55. Currently the company is downsizing by weeding out 55 years and older and replacing with younger less experienced. Most folks hate the ranking session and what it does to the team work environment... kills the incentive to work in teams with those in your rank group. Company B is talking about changing the environment and being more team oriented, but, they refuse to change the yearly forced ranking which puts fear and mistrust in everyone".*

There is little or no cooperation from some members of staff. Some of the employees were resistant to change. Employee resistance to change was identified by Cheng et al (2007), as a major barrier to PM implementation in organisations. Resistance to change was also identified by Bourne et al (2002), as one of the main reasons for failure in performance management initiatives. According to Dewaal & Counet (2008) earlier studies have revealed that when implementing PM, there is typically some form of attitudinal resistance during the process of trying to achieve organisation-wide buy-in for the system. According to them, employees may feel threatened by a new system being implemented or may have become paranoid as a result of the failure of the previous system.

They also feared the negative consequences. For example, if one was rated poorly in the appraisal process (Company B) it was explained that this created jealousy/hatred among the employees, and between the appraiser and the appraisee. This finding corroborates the view expressed by Dewaal & Counet (2008) who identified resistance from organisational members as a hindrance to successful PM implementation.

6.8.   Employees Training, Capacity Building and Awareness

It is crucial for employee to be aware of any changes to the organisation, either internal or external, that could influence performance (Kennerley and Neely, 2000). Employees' understanding and acceptance of the system and, on the other hand, their resistance to using the system are strongly influenced by their awareness of its benefits (Radnor and Lovell, 2003). Employee awareness and understanding of PM objectives are essential for its successful implementation (Kaplan and Norton, 1992). Hence, training and awareness building are fundamental requisites for the introduction of new systems, such as, PM, and it is a matter to which an organisation needs continuously to give a great deal of attention. This study has explored many aspects of the training and awareness process to assess the current situation in the study case companies, especially an important industry that is responsible for providing essential products such as crude oil. Their workforce must be highly skilled in order to meet shareholders expectations and satisfaction.

Interestingly, there is a consensus among the three-case companies, that training and capacity building is an important enabler of PM implementation in the organisation. They all agreed, except the contract staffs, that training on PM is regularly conducted, and it serves as a reminder

to employees about the PM process and equips them to know what to do and how to do it to ensure that the PM is a success.

There is a training plan, which contains all the training that each employee must participate in during the appraisal year. The training plan includes practical and online training for PM. Respondents indicated that training begins at the start of the appraisal year and informs employees about the process and what is expected from them so that everyone knows what to expect, and also there is a refresher course also given to employees before the final appraisal meeting (at the appraisal year-end) so that the supervisor (rater) and subordinate (ratee) know what is also expected from them, and that there is clarity of purpose.

Most of the satisfied respondents were managers working in the human resource department, which is responsible for providing the relevant training to the organisation. There is an allocation within the budget of the organisations and an amount of money allocated for training and equipping of employees

In attesting to allocation of budget for training, employees interviewed within the three-case companies agreed that there are other pieces of training offered to employees apart from PM training such as health and safety training, fire safety, policies and procedures, organisational values and culture training and many more. In retrospect to Chapter 2, many authors such as, Lawler (2014); Dewaal & Counet, (2008); Cheng et al (2007); Chan (2004); and Cavalluzzo and Ittner (2004); regarded training as an important element of implementation. The study by Chan (2004) identified training as one of the factors essential for PM implementation to succeed. Similarly, Cavalluzzo and Ittner (2004), also found training in performance management to be one of the most important factors for the effective development and implementation of PM, believing that trained employees would contribute effectively and efficiently to the success of PM implementation.

However, some respondents who are contract employees revealed that some of the PM stages were not implemented for them, as such, they are not opportune to be appraised, nor gained from the benefits and rewards packages that are accrued to the permanent employees. These categories of employees are not privileged to be part of the PM training and other stages such as, appraisal interview and reward. It is established and confirmed that only the permanent staff are involved in the PM login system and the benefit from the bonuses that come from high

performance. Although, there are some contract employees that claimed to do unofficial paper appraisal, without any reward, rather the result of such paper appraisal is used for the purposes of contract renewal, and formed part of what is considered, when the organisation needs to downsize.

The reason given by the employees in the three case study organisations for the absence of a training plan for them in their organisations can be summarised as follows:

Firstly, top management do not see the need to involve contract staff in the training plan of the organisation, as they are not permanent employees and could leave the organisation at any time. This is likened to the views of Roca-pulg, Beltran-Martin and Cipres (2012), that employers might not see a reason to invest in the training of a short-term relationship, as a result the temporary workers risk being caught in an employment relationship where they have fewer possibilities for training. In the same line of thought Dı´az-Mayans and Sa´nchez (2003), opined that if the contract renewal rate is low, firms and workers may be less inclined to invest in specific human capital, which implies that workers with temporary contracts will tend to receive less training.

Secondly, financial issues have had an impact on training of contract staff as budgets are tight and companies might seem to consider the training of contract staff as an unnecessary expense and a waste of money. Stating that the reasons why contract staff were employed in the first place is because it was a cost cutting strategy to save costs. This finding is in line with Danesi (2012), that most Nigerian Oil and Gas companies employ contract staff to avoid spending more money on other allowances i.e. health and housing allowances.

Thirdly, contract staff are employed through the third-party contractors and agency companies as professionals in their field and the Oil and Gas companies do not see a further reason to retrain them after employment.

Given the prevailing situation, management needs to pay attention to the importance of training for all employees to get the best from them and ensure a successful PM, and that there should be an ongoing commitment to such training. Undoubtedly, training is an important element for sustainability and should be available to all employees to allow each employee to develop his or her skills and job competence. Accordingly, management of these companies need to review and improve the scope of the training plan and the awareness campaign. Focusing on building

skills and competencies to meet business needs, and considering the fact, that contract staffs formed the bulk of the workforce.

Also, the new scope of an effective training plan needs to be comprehensive for all levels of the organisation. Successful PM implementation requires the involvement and participation of all staff so that everyone can understand the objectives and see the benefits that PM will bring to the organisation. Failing this, the system will remain limited to the handful of users directly involved in it, which suggests, it may not have a long-term succession story. Evidence from this study is also in agreement with the literature, which demonstrates that the absence of a clear strategy for training and lack of clear vision for using PM will cause the system to fail (Morisawa and Kurosaki, 2003).

6.9.   Organisational resources

Organisational resources, in the form of financial and non-financial resources were identified by respondents in all the case companies as elements that enable the success of PM implementation. According to respondents, without resources such as time, effort, money, amongst others, PM cannot take place. Respondents identified financial resources (money) and human resources (people) and non-tangible resources (time and effort) as important elements that can aid/hinder a successful PM implementation depending on their use.

This is consistent with the views of Dewaal and Counet (2008) which states that introducing PM requires a considerable amount of attention and effort from the organisation and members, and when the organisation cannot make available enough resources in terms of budget and people, this leads to delay and even postponement of the PM implementation.

 Greiner (1996), identified financial resources in terms of substantial investment of time and other resources as important for the PM implementation to be successful. According to Seotlela & Miruka (2014), implementation of a PM takes a considerable period of time, after which the organisation has to start learning the new system, which also takes time. According to them, during this entire period, commitment and support from employees and management is required otherwise the PM can be seen as "flavour of the month" by organisational members. Another reason identified by Bourne et al (2002), for the success or failure of PM initiatives is when strategy is not linked to resource allocation, which is different from the opinion that inadequate funds to run the performance initiative leads to a failure in the PM implementation.

Mucha (2011) stated that one of the key performance management challenges is finding appropriate levels of resources to devote to the human effort in the organisation. According to him, PM can be viewed as a complex, time-consuming task that requires a tremendous effort, stating also that organisations may have to invest in expensive technology depending on the size of the organisation. Eddy (1998) identified funding as a man-made problem in carrying out a PM initiative, explaining that the cost of collecting data and reporting the measures can be expensive.

Kureshi (2014) also identified that the amount of time and energy required in recording and monitoring the defined performance measures as one of the problems in developing and using performance management. According to Bourne et al (2002), time and required expenses were identified as major reasons for the success or failure of a PM initiative (McCunn 1998). Kureshi (2014), also identified that a crucial factor to be considered in PM implementation is the amount of time and energy in recording and monitoring the defined measures. In view of the above, findings reveal only Company A, has taken the appropriate steps to reduce the time and efforts spelt on a yearly appraisal system, by introducing a new comprehensive performance appraisal concept in minimizing time spent on appraisals.

6.10. Workforce Perception

With regards to participants' perceptions of the PM process, some senior managers and line managers perceived PM to be a great initiative. Achieving the stated organisational aims and objectives, which are to manage employee performance, and improve organisational outcome. While rewarding outstanding employees. Although none of them perceived it to be bad in itself, but some did argue that if employees are not trained to implement it correctly, then it can lead to bad consequences, which reflects the findings of many researchers (Armstrong & Murlis, 1994; Kaplan & Norton, 1996; Bourne et al., 2003b; Cooper, 2008; Pulakos; 2009; Barth & Beer, 2018).

Training and goal-setting were perceived to be critical to a successful implementation of performance management. PM as a management tool is as good as the people using it, and according to one of the managers, if the people using it are well trained to use it, then it will lead to a successful and desired outcome. This perception is encouraging and emphasizes the

importance of training in the PM process, which corroborates the views of (Cheng et al 2007; Dewaal and Counet (2008); Lawler (2014); Chan (2004), and Cavalluzzo and Ittner (2004).

Likewise, goal-setting was argued to be the foundation of the PM process, and highlighted the importance of ensuring that goals are well aligned, realistic, and attainable to yield the desired outcome. This process keeps employees on their toes to perform better. The bedrock of PM is the goal setting and the feedback stage, if they are well implemented, and every employee does their part during this process, then there should not be a problem with the outcome. This is also similar to the views of Dewaal and Counet (2008), Bourne et al., (2002), who emphasize the importance of having realistic and achievable goals in PM and concluded that PM is a very sensitive and emotional tool, which needs to be handled by skilled employees.

Some line managers however felt it could be stressful and time consuming. This aligns with Soetlela's, (2014) argument that performance management requires a lot of time, commitment and effort from all the parties involved.

However, the permanent employees have contrary views from that of the management. The study reveals, that most of the permanent employees particularly from Company B and C found the process and outcome of the PM to be subjective. On the one hand, some perceived performance management to be rewarding. For example, it can lead to promotion, and other incentives. This is in line with Nakervis and Compton (2006), who expressed that PM is motivating and rewarding. PM has a way of compensating outstanding employees and rewarding hard work. This is also in line with Lee (2005), and Shield (2007), who expressed that PM rewards and compensates for diligence and great performance.

While on the other hand, not all employees interviewed agreed with the above viewpoint. Permanent employees perceived performance appraisal to be subjective. For example, an employee stated: *forced ranking is a relic of the bygone age and gets your best and brightest employees out of the door simply because they do 'politics' or have benevolent 'God father' senior manager.* If the supervisor doesn't like your face or personality then there is a likelihood that the outcome of your appraisal will not be favourable, regardless of how hard you worked. This seem to reflect the studies in previous literature showing that managers can be biased regarding their workers. This possibly confirms a statement by one of the respondents who stated that: *there are no 100% objective appraisal if human beings are involved, human factor cannot be completely ruled out.*

It was also perceived that some supervisors use the appraisal system to get back at their subordinates who refuses to comply with their personal request. A female staff member revealed how she was under-rated by her manager simply because of her refusal to comply with his personal request of dating him, that's the way the system operates stating. *"I cannot make an official report, because he has the connection with top management. He can even decide to frame me up to get sacked, When PM is not used for the right reason, it defeats the purpose"* (RM8).

From the on-going evidence, it can be deduced that fairness of the performance management outcomes (Distributive Justice), fairness of the PM process (Procedural Justice) and interpersonal treatment received during the PM (Interactional Justice) are the major perceptions of PM the permanent employees.

6.11. Distributive Justice

The issue of distributive justice seems to be common and recurring among permanent employees interviewed in the three case study organisations, since they are the ones being fully appraised. The perceptions of the permanent employees varied from respondent to respondent in the three case study organisations. Some of the respondents, perceived PM to be unfair in the execution of its process and the outcome. For example, some permanent staff from Company B perceived PM to be unfair, stating that the result of the appraisal is not a true reflection of their actual performance because they were rated lower than their expectation as compared to their colleague's performance, who was rated better.

Also, a female permanent staff respondent from Company B indicated during the interview that when PM is used for the wrong reason, it can have a negative effect on employee morale and the success of the implementation. According to her "some supervisors use the appraisal process to get back at subordinates that refuse to comply with their personal request during the course of the year… *"I was underscored by my former manager because I refused to date him and that's the way the system is, if I make an official report, I might be sacked or dismissed because he is a manager and more connected to the top management and can even frame up more things against me"*. It is important to state that this is the only female employee that voiced this statement, as a result, the researcher cannot generalise or assume that she is a good representative of all the female

employees in Company B or C or A. There was also no information of it been related to a department, job role or it being typical of men and women across any of the job roles

This example has to do with unfairness in the outcome of PM, which reflects the distributive justice perception as explained by the organisational justice theory according to Aggarwal-Gupta and Kumar (2010) who maintained that distributive justice refers to the perceived fairness of the outcome of a decision involving two or more parties.

Similarly, there was a great outcry from Company C employees' who perceived unfairness in the process and outcome of performance management. Suggesting that the most appraisal's outcomes tended to favour some individuals with a strong network and relationships with the top decision makers in the organisation, over those who lack such a relationship. They tend to enjoy more rapid and faster promotion compared to the others. This has to do with the unfairness of the execution of the process and outcome of PM and seems to reflect distributive and procedural justice according to Aggarwal-Gupta and Kumar (2010) and Greenberg (1986) respectively, with procedural justice explained as the perceived fairness of the processes or procedures used to determine appraisal outcome.

6.12. Procedural Justice

As fair as some organisations like (Company A) who operates open door policy, whereby adequate and helpful feedback are given, which helps employees to improve on the job, and performance significantly, there is however, much complaints from some employees of other organisations, of not being involved in the goal setting and decision making of the appraisal. Some were of the view, that their supervisors solely set targets for the year and expected them to achieve such, whether they are realistic or not. It was alleged that the constant changes of the market environment can make the achievement of set objectives unrealistic, which is quite understandable. Objectives need to be reconsidered and revised in-accordance to the changing business environment if employees are expected to achieve the set-targets. This reflects the procedural justice perception as explained by the theory according to Greenberg (1986). This also revealed a lack of employee involvement which according to Macey et al. (2009) is detrimental to the success of PM.

Other employees attested that their line-managers are hardly ever present to give feedback or effective follow-up, probably due to other engagements. In this situation, another supervisor

who does not know their work history/performance would be assigned to rate them, and the outcome of such ratings was always unsatisfactory. Employees believe that they have already established working relationship with their line-managers, but to bring in a different or new manager to appraise them, did not augur well with them.

6.13. Interactional Justice

Empirical feedback revealed that there are certain negative and belittling words used by the supervisors during PM interviews without realising the extent it goes to affect the self-esteem of the employees and which demotivates them. For example, one respondent stated what he was told by a manager, during an appraisal section that, "..*with all the training and investment done by the organisation, you still didn't meet up" or "to whom much is given, much is expected"(RS10).* This has to do with interpersonal treatment received during the PM and this seems to reflect the interactional justice perception as explained by Bies (2001), who emphasised that in performance appraisals, interactional justice focuses on the quality of the interpersonal treatment employees receive during the appraisal process.

The study of Armstrong and Baron (2004) emphasised on the influence the role of a supervisor has over the employees. They always encourage managers to identify and exhibit positive behaviours and be aware of the effect their behaviour can have on the people they managed. Employees complain of being given unclear and ambiguous tasks, and any attempt for them to seek clarification is rebuffed, this can impact on employee's effectiveness, and consequently on the organisational success (Den Hartog et al., 2004; Nel et al., 2008; Aguinis 2009b; Khan & Ukpere, 2014; CIIA, 2017).

Generally, the contract employees were exceptionally dissatisfied with PM implementation processes, referring to the partial implementation that is carried out on them, coupled with their experience of unfavourable work conditions. Besides, they believed PM implementation has an impact on their job security and perceived themselves to have been unfairly treated by not being accorded equal treatment and relationships, like the permanent employees. Thus, lacking organisational citizenship. The issue of contract staff was an emergent theme that resonated during the fieldwork, and this is going to be discussed more elaborately in the next section.

6.14. Contract Staff

Findings suggest that Company A, B, and C operates a two-tier workforce- (permanent and non-permanent employees). The internal labours of these companies are segmented into the core and peripheral categories which are similar to the Atkinson Flexible Model (Atkinson, 1984). However, some peripheral workers were discovered to also work in the core production process and not strictly legal employees of these three oil MNCs. These categories of workers are of various employment contracts terms such as, service, contract, and support staff. They are generically used in this study and refer as contract staff, since they have the same conditions of work which depicts a job subject to minimal right conditions, such as no right to training and formal performance management.

The deployment of a diverse workforce and an integrated work process involving permanent employees and contract workers have impacted organisational structure and labour relations in various forms. It is important to note that the new work arrangements and reconfigured work organisation have emerged while promoting organisational flexibility. But more importantly, is the cutting of organisational costs to meet the unpredictable challenges and maintain a competitive advantage.

Contract staff are located within the work teams of permanent employees as a matter of course, and as the former are hired to carry out similar duties to those of the latter, the demarcation of tasks has largely disappeared in recent years. These changes have led to close working relationships between permanent employees and contract staffs.

Findings revealed that the cost of employing, retaining and retiring a permanent staff member is more than that of a contract staff, in order words, it is more expensive to lay off a permanent staff member, than a contract staff. This signifies one of the reasons for the high volumes of contract staff in the Nigerian oil and gas industry. The contract staff are outside the purview of the companies benefit scheme, hence, denied every incentive. This lack of organisational citizenship affects the perception of these workers towards the PM process and the organisation in general.

Contract staff are not perceived as employees of the oil MNCs, hence no official appraisal system is conducted on them, and this in turn denies them of some basic incentives, such as,

training, career development, promotion and all other incentives accrued to the permanent employees. Although, this is not a shocking discovery, because earlier literature attested that contract employees will experience less training because organisations are not committed to temporary employees for fear that their exit is imminent (Chambel & Castanheira, 2007; Roca-Puig, Beltran-Martin & Cipres, 2012)

As a result, management do not see the need to involve contract staff in the training plan of the organisation, as they are not permanent employees and could leave the organisation at any time. This is like the views of Roca-pulg, Beltran-martin & Cipres (2012) that employers might not see a reason to invest in training of a short-term relationship, as a result the temporary workers risk being caught in an employment relationship where they have fewer possibilities for training. In the same line of thought Dı´az-Mayans and Sa´nchez (2003) opined that if the contract renewal rate is low, firms and workers may be less inclined to invest in specific human capital, which implies that workers with temporary contracts will tend to receive less training.

Also, financial issues have had an impact on training of contract staff as budgets are tight and companies might seem to consider the training of contract staff as unnecessary expense and a waste of money, stating that the reasons why contract staff were employed in the first place is because it was a cost cutting strategy to save costs. This finding is in line with Danesi (2012) that most Nigerian Oil and Gas companies employ contract staff to avoid spending more money on other allowances, such as, health and housing allowances.

Accordingly, due to the lack of appraisal on this category of employees, findings revealed their limited knowledge and understanding of performance management. Hence, their inabilities to give constructive and comprehensive information about PM during the fieldwork. Most of them were negative about the implementation process, the treatment they get and the working conditions. Others felt discriminated and relegated.

There is a clear distinction between how contract staff are treated and how permanent staff are treated, for instance, from the offer letter to terms and conditions, to allowance. The workers identified layoffs and termination as one of the perceptions of the implementation. Hence most of the contract employees have limited positive work relationships with their companies, and their attitudes suggests lack of organisational commitment and are rarely satisfied with their jobs. The social exchange theory elaborates on the inequalities in organisational behaviour and

attitudes to work between contract employees and permanent employees. The rule of cooperation is subject to social exchange theory. If contract employees lack all the incentives that accrued because of performance management system, this might explain their fewer positive attitudes towards work and productivity. On the other hand, when some of the contract employees that anticipates their job is only but transitory to full-time employment, they then show positive commitment towards their work to prove to their employers that they worth deserving a permanent employment contract (De Cuyper et al 2011:106). This category of workers formed a considerable number of the labour force in these three oil MNCs, yet their contributions towards the success of these organisations are not been appreciated.

Management cannot deny the value contract staffs adds to the success of the organisations, because the job functions performed by these workers are no longer merely as cyclical or temporary replacement for permanent employees, but now involved in long-term employment contracts (Williams, 2002; (Nesheim, Olsen, & Kalleberg, 2007). Findings revealed some of the contract staffs have spent between 7-20 years in these organisations without been converted to permanent staff. Imagine the number of years spent, yet, no formal performance appraisal system is conducted on them, neither are they awarded any reward and recognition.

There is the notion of master-servant relationship, where the master is the management and servant, the contract staffs. Contract staffs are segregated from permanent staff and are viewed as less privileged or disadvantaged servants as compared to the permanent staff. As a matter of fact, within the Credit and Thrift Co-operative Society managed and controlled by employees of the company, their constitution clearly does not permit any individual(s) engaged as a contract staff to become a member

Under the traditional employment relations, workers sell their labour power to their employers, while employers take responsibility for workers, providing decent wage, working conditions, protection, training and development, through short-fall of performance appraisal, thereby leading to career development, promotion, increase wage and benefits. All these features are lacking in a dual employment relationship in the Nigerian oil and gas industry, particularly, the oil multinational companies (MNCs). One of the underlying principles of the International Labour Organisation (ILO) is employment contract based on two parties, employer and workers.

Regardless of this principle, the Nigerian oil and gas industry has experienced a tremendous growth of contract workers in every department of the operation process. The growth of contract staff in the form of incorporation of agency workers can be attributed to three factors: firstly, agency labour is cheap to hire with the help of numerous and aggressive employment agencies, with great networks sprawling all over the globe. The complexities of this contractual work relationships between the oil MNCs and the employment agencies reflects the commodification of labour, in which labour force are simply no more objects of the process of production, but rather commodities controlled by the oil MNCs who used and disposed them at will. These workers are usually not entitled to any benefits that are accrued to the permanent employees, by them been outside the purview of performance management.

Compensation, reward, and remuneration are three most frequent terminologies used when describing what an employee deserves after his/her services to an organisation. This can be in form of both monetary and non-monetary value. Salaries and benefits are decreasing as the oil MNCs move towards two-tier employment relations. There is no equity in the reward system in the oil MNCs. Internal equity will ensure that more demanding positions or better qualified employee within the companies are paid more, but findings suggests that is not the case. Rather a contract employee gets less pay, even when the employees are better qualified.

Equity theory suggests that social comparisons are an important influence on how employees evaluate their pay. Employees make external comparisons between their salaries and the salaries they believe is received by employees in other organisations. Such comparisons may have consequences for employee behaviour and retention. Employees also make internal comparisons between what they receive and what they think others within the organisations are paid. These types of comparisons raise the question of equity. This often plays an important role in the successful implementation of performance management.

The concept of performance management in the Nigerian oil and gas industry is structured around dynamics of interactions between and within the workplace actors (See Figure 1 below: the oil MNCs- management, permanent employees, temporary employees, employee's perception, reward and recognition), such that the appraisal system of these oil MNCs applies only to the few permanent employees hired directly by the oil MNCs, thereby undermining the contract staff which formed a larger part of the workforce. Below is a conceptual framework

created by the author that best explains the true position of contract staff and performance management process (see Figure 1 below).

Figure 1. Conceptual Framework of Responsibilities in the Nigerian oil Industry
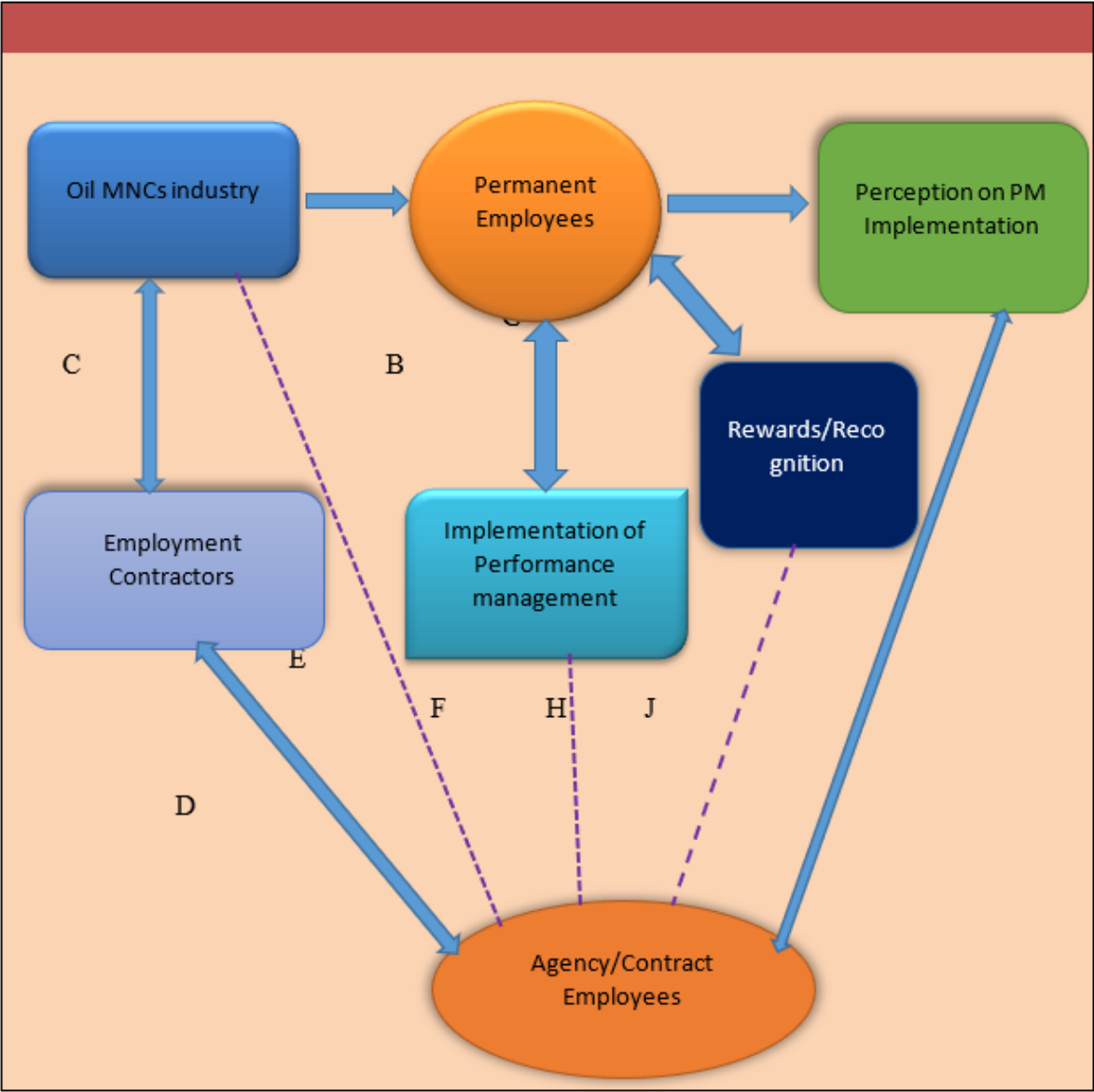
Source: Adebola Ogunbadejo (2019)

The above framework depicts the implementation of performance management in the Nigerian oil and gas industry. It applies only to the few permanent employees who are on direct employment contract with the oil MNCs. These are the few privileged who are officially appraised and rewarded accordingly. However, amongst this privileged, are the disgruntled who

are dissatisfied with the performance appraisal system. While, on the other hand, the employment contractors are the suppliers of the contract staff. The contract staff have working relationship with the oil MNCs, but not employment contract. They are hired as commodities by the oil MNCs, utilised and disposed. Hence, they are outside the purview of performance management process, and the reward system. They are unofficially appraised, thereby not recognised, nor rewarded.

In abdicating employers' responsibilities in terms of performance management implementation on contract staff, by them being employees of a third-party contractors, the oil multinational companies effectively excluded them from constructive appraisal system and feedbacks that would have boosted their developments and career progression. Contract employees claimed that, since they are not recognised as employees of the oil MNCs, managers performed informal and unstructured paper appraisal for them. Unlike the permanent employees who have the PM computer login system where achieved goals are recorded, and equally have access to update and fill accomplished targets, they lack such opportunity.

The only part of the PM they encounter is the goal setting, targets given, and feedback offered, if the rating is done at all, then it is done in absentia and used for laying off unproductive employees during downsizing or recession. This seem to reflect the procedural justice perception as explained by Greenberg (1986). They are not part of other aspects of PM such as formal PM training, reward, bonus, allowance, rather the result is used for contract renewal purposes, and form part of what is considered, if there is a need for downsizing. Accordingly, they are not privileged to be part of the reward and recognition since no official performance appraisal is performed on them.

In addition, a contract staff is outside the purview of a trade union, by being an employee of a third-party contractor. These categories of workers are denied the privileged access to unionization, which is supposed to be a medium through which employees' voices are heard. Only the permanent staff are permitted to join the Trade Union.

In conclusion, the evolution of performance management, in its widest sense, suggested that the organisation should communicate its objectives and aims to all employees, including contract workers, assisting them to comprehend and recognize their part in contributing to achieving these objectives, by setting individual and departmental performance targets that are

in-line with the organisational objectives. However, a considerable number of the labour force is outside the purview of this principle.

6.15. How can PM be better developed and implemented: Changing the Impact of Hierarchical Culture

6.15.1. Impact of Hierarchical Culture

This study identifies a hierarchical culture of decision making with a rigid and highly centralised structure of the board of directors' branch of power. This accounted for some of the difficulties that were identified in the implementation of performance management within the organisations studied. To the employees, the board instructions on performance management were often regarded as just another variation on the endless central power requirements for reporting activities. The bureaucratic system is based on a set of rules and regulations and creates challenges in the implementation of performance management.

Evidence from empirical feedback suggests that the implementation of performance management of the case companies was developed by the Senior management, and external consultants, and passed down to the lower levels for implementation. In such a culture, individual conformity and compliance are achieved through the enforcement of formally stated rules and procedures. The hierarchical approach involves an authoritarian management style with high degree of control, little communication and top-down management sytle.

Some authors have argued that the top-down approach is ineffective for performance management implementation (Osborn and Plastrik, 2000). The top management fixes targets, how to measure outputs, and then apprises the subordinates. It sends employees signals about what results matter, and rewards them when they produce those results, as it was discovered in the forced ranking appraisal system of Company B.

If performance management is used as a tool for hierarchical steering, this may harm its effectiveness. For example, if the benefit is asymmetrical, whereby it is more of shareholders focused, and less employee's development. Also, employee's perception of the forced ranking appraisal system, which is perceived to be biased, because management has given a rating

which must be complied with by the line-managers or supervisors. It therefore assumed that rating has been pre-decided before the actual appraisal, this produces perverse effects. It could be easily seen that this approach results in very rigid and standardized system of performance related reward and recognition. Ideally, rating or ranking should depend on individual achievements and not by comparison, or level of technical expertise.

This study revealed lack of clarity in the part of managers to subordinates on the rating or ranking system. It is important to explicitly communicate the advantages of the new system to the employees continuously, and to show the practical benefits. They must mobilise their subordinates, communicate the roles and responsibilities of those involved in the change processes and ensure that the processes are inclusive, participatory, transparent, simple, realistic, fair, objective, developmental and non-punitive (Kok, 2007; O'Connor and Fiol, 2006). The approach of partial or informal performance appraisal system on the contract staffs should be reviewed, since they formed the larger proportion of the workforce, and their job-functions are no-longer cyclical or for a short-term. Also, implementation must be as efficient as possible and should not take up too much of the organisation's time.

Furthermore, the use of performance management in this way widens the natural gap between top management and employees. Top management loses touch with what really happens in the implementation levels. This cascading steering brings about performance ineffectiveness. Thus, in the implementation of PM, all categories of employees must be involved and proper integration to all functions in the business. According to the literature review in Chapter 2, the successful implementation of the performance management system depends on understanding of the main concept, principles and procedures (de Waal, 2007).

In addition, the information from PM system should not be used for penalizing and settling scores but, rather, for autonomous control and continuous improvement. If, at the time of implementation of the PM system, enough attention is paid to changing of the management style from penalizing to coaching and focusing on improvement, PM would be less threatening, and people will accept it more readily. This change of the management style appears to be one of the most difficult elements of an implementation in the three case companies.

6.15.2. Budgeting for Comprehensive Training

Given the importance of the PMS to business organisations, this study suggests a budget should be set aside for use in the training of all employees on PM. It is surprising that such an important programme is not well implemented because it was not budgeted for. A portion of the budget should specifically be used on contract staffs, refresher courses for individual employees who attended PM training in the last two years or more, as well as, those who have been promoted to positions with higher responsibility. One of the main aims of performance management implementation was to enhance staff development. Staff development can, amongst others, be achieved by funding training on PM application. Employees must understand that the PM is an investment on their development and success. It should be taken seriously as a developmental tool.

6.16. Summary

Performance management can be thus better understood as assessing employee's performance in a planned and systematic way. Performance management has attracted the attention of many organisations and it is expected that soon its importance will still grow as this process is integrated with other HR processes like performance related reward, recognition, career development and talent management.

With regards to this study, a great number of the permanent employees are aware about the Performance Management system of their companies, whereas, the contract staff have limited knowledge. The permanent employees have an idea about the various aspects of performance management in the companies except those aspects which are kept confidential. Employees hold an opinion that their evaluation and reward should be done according to individual achievements and not by comparison, or level of technical expertise. Most of the employees in the case-companies are not happy with the non-transparency of the Performance Management System. They have a common thinking that the ratings given should be revealed to the respective employee.

A Performance Management Implementation is considered as a crucial business driver that helps to achieve organisational result. An efficient performance management implementation can boost organisations to maximize employees' performance. An effective system should be such that it can encourage an organizational climate of trust, autonomy, authenticity, collaboration, communication and teamwork. It is important that companies should implement such a system that not only identifies and recognizes the top performers rather should be able to help the employees and organization to achieve their objectives.

The key factor to determine whether an organisation can manage its human resources effectively or not is the performance management system. It provides vital information on whether the work-integrated learning skills of employees are compatible with the organisational objectives or not. Evidently, a performance management implementation is very important to assess the success of the organisation's human resources. Thus, a poorly implemented performance management system will therefore fail to motivate an organisation's employees,

and unavoidably their lack of job satisfaction will consequently have negative impact on their morale, and the success of the organisation in general.

Several studies in the literature reviewed revealed that when employees' expectations are not met, inappropriate job behaviour and performance can disrupt the achievements of an organization's goals. It is of importance that employees should be given necessary training to do their work effectively. When implemented efficiently, a good performance management system would provide significant information that would let an organization to make sound decisions regarding their human resources. Certainly, high-quality PM can be an influential means to drive organizational effectiveness and change.

Findings reveal that the three oil MNCs have performance management implemented as a multidimensional approach but the difference between them is that the priority of motive is different. Company B focuses on being performance driven, more on shareholders' interest, and generation of profit for the company, rather than development of employees. Company C structure lacks involvement and integration of employees, and just like Company B, it is more of shareholder driven. On the contrary, the performance management system of Company A, is designed to fulfil both the shareholders interest and that of the employees.

Management should not consider their performance management system as focusing only shareholders interest but should see it as an asset for the development of their company's future. When management commits to making the necessary investments, the benefits that their companies can realize are ample. The linking of individual employee's performance with organisational goals is also of extreme importance by introducing an appropriate set of performance indicators. It is crucial to create a favourable and healthy working environment for maintaining effective and efficient performance with a system to build capacity at all levels of the organisation to get desired results.

Primarily, the three case companies believe that the performance management system is an approach which is about what the companies should achieve and how to achieve it. Performance management focus on the weakness of individual employees, teams, leads to the organisation's success in achieving strategic goals. It also helps to improve the effectiveness of business processes by continuous development. Hence, it is of necessity that the balance between long-

term and short-term goals should be maintained. In addition to evaluation and ranking the employees, development of all categories of employees is of utmost importance.

It can be concluded from this study that there exist differences in the performance management practices of selected case companies. However, in a bid to improve organisational performance, these companies have been repetitively searching for an effective performance management system. The Nigerian oil industry is one sector where to a great extent consideration is being paid to manage performance of employees and organization. It is identified that most of the oil MNCs have altered their performance management systems by using technocrats and consultants in the process of making changes in them. In general, it reveals that a good performance management system is the foundation to steer an organization successfully in today's globalized business scenario of uncertainty and steady changes. Therefore, they have developed and employed such a system which can provide maximum benefits. But, like many areas of organizational development, some employees are contending with the new system. The Performance Appraisal System as an important element of Performance Management System has been made operational. But developing and implementing a performance management system seems to be a big challenge to all. If a performance management system is designed and implemented well, it has the potential to result in desired outcomes such as: role clarity; enhanced performance, improved superior subordinate relationship, greater employee commitment and increased productivity and profitability.

The employees want positive feedback for all the good performance they have shown and require proper reward and recognition which will stimulate them to work better in the future. There were some employees who perceived that the supervisor provides an unfair representation of employees' performance that is the ratings are unfair and biased, so they take performance management only because the system needs it. They have no faith of the importance of performance management system. However, this study concludes that performance management if well implemented, yields measurable benefits on the performance of the employees through proper developmental programmes and reward, these improves their morale, quality of work and productivity.

The final chapter of this study provides an overview of all the chapters. It discusses the realisation of the study aim and objectives, limitations of the study, recommendations of the study and suggested areas for further research.

Chapter 7: Conclusion

7. Introduction

Based on the case companies (A, B, and C), this study set out to explore the implementation of performance management system in the Nigerian oil and gas industry. It also investigated the elements shaping the PM and the perception of employees regarding the PM process. This research utilised a qualitative methodology to elicit the relevant information from both management and employees in the selected Oil and Gas companies in Nigeria. Data was collected mainly through semi-structured interviews with 53 employees of the three case companies. This is a study which has been accomplished through gaining access to senior, middle managers and employees (including permanent and contract staffs).

This chapter begins by doing a recap of the aims and objectives of this research as outlined in the introductory Chapter 1 to ensure that they are met. Later sections of the chapter present the research contributions, several recommendations for PM practitioners and management of the Nigerian oil and gas industry. This is followed by identification of the study's limitations and consideration is also given to areas for future research that could further add to the knowledge of performance management implementation.

The research approach explored how performance management is implemented in the Nigerian oil and gas industry, bringing together the analysis of challenges by using the integrated nature of performance management model (Brudan, 2010). The integrated models were chosen as a theoretical framework because the process of performance management implementation at strategic, operational and individual levels were lacking in the case companies and suggests the importance of integrating all levels of an organisation for a successful implementation. The integrated performance management model strives to bring together all performance elements to have a unified operation for the best results.

In addition, the model explains how performance management can be effectively integrated, where organisational performance improvement is the key driver (Brudan, 2010). The model promotes a holistic approach to managing organisational performance, it focuses on integrating all components of the organisation, such as, strategic planning, organisational goals, budget, reward management, and career development, and mapping the relationship between them.

Findings in this study suggests that management strongly subscribe to this view, in practice there is weak integration between organisational strategy and performance management system. Key performance indicators such as motivation, reward and recognition are not strongly linked to the strategy. There is no proper cascading of initiative from organisational objectives. Accordingly, Figure 7 shows a proposed framework for successful alignment between PMS and strategy.

Figure 7: Framework for a successful alignment between PM and strategy
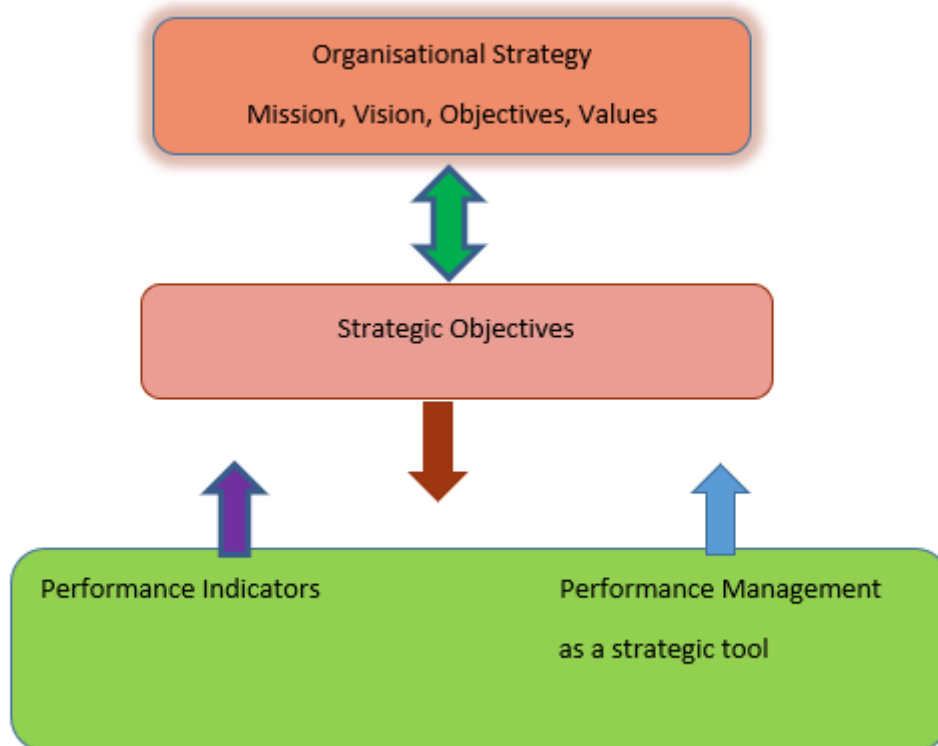
The above performance management framework consists of three layers, the first layer represents the organisation's vision, mission, objectives, strategy, and values. The second layer represents the strategic objectives and initiatives to support strategy execution. A key point to always remember is, is the organisation delivery the expected results? The last layer represents the operational level, where all initiatives and objectives in this level are derived from the strategy implementation. The evolution of operational performance management is linked to the evolution of accounting and management in history. This is due to the fact that operational performance was evaluated in terms of efficiency and effectiveness. And the easiest way to do this is by using financial indicators. As demonstrated by the proposed framework, the third level depicts the performance management implementation, where performance management

contributes to the strategy through the key performance indicators which is the core of performance management system. Performance management is represented by an integrated and planned system for continuously improving the performance of all employees. It involves defining work goals and standards, reviewing performance against these standards, actively managing all levels of performance, and maximising learning and development.

Likewise, a performance management system can be used to support the strategy execution as a strategic tool manages business. However, the framework indicates that the initiatives in the second layer can be monitored and measured by a performance management system in the last layer. The outcomes can be feedback to the second layer to report the execution performance. As a result, a performance management system cannot work independently, it should always be used to measure strategic issues, and this gives it the greatest value in the organisation. The existence of this link can be assessed by reviewing the company's objectives and initiative. All strategic objectives and initiative should have key performance indicators and monitored by performance management system.

Also, in chapter two the concept of performance management was explored. It was indicated that specific behaviours and attitudes are required if a performance management system must be implemented effectively. The specific behaviours which were the prerequisites of an effective implementation of a performance management system were identified. Any structure, however well-developed of a performance management system, will not automatically lead to effective implementation of a PMS without blending the structure with the requisite behaviours, attitudes and/or culture.

Therefore, successful implementation of a performance management system is about harnessing employees to achieve the organisational goals. Organisation that can effectively encourage their staff to challenge, interpret and clarify goals ensuring that behaviours and performance targets are aligned to company strategy execute more effectively. Most of the employees understand the importance of commitment to performance management, but, comprehend the concept of performance management differently, particularly, the contract staffs.

Since there is a gap in understanding of the concept among these categories of employees, the contract staff that forms most of the workforce do not understand the concept well. It could be

concluded that since they are less recognised as having organisational citizenship, there was no need of involving them in the implementation. The organisations would incur additional cost if they are included. Notwithstanding, the author perceived this category of employees are being exploited, more so, been outside the purview of trade unions, hence they lack a voice.

7.1. The Contradictory Nature of Employment Relations in the Nigerian oil and gas industry.

A key finding of this study is the contradictory nature of the use of contract employees, meant to be engaged for a short-term period, for a cover-up or cyclical use. The cyclical or periodic nature of this category of employees has been shifted from peripheral functions to the core production activities of these oil MNCs. This study highlighted series of contradictions inherent in the use of contract employees in the Nigerian oil industry. One of the significant factors of these contradictions is the deployment of this category of workers with fewer employment rights into the core production activities, without rights to formal performance appraisal, rewards, training, and career development.

The attainments of greater flexibility with employment agencies indicate the substitution of bilateral employment relations while maintaining a distance contractual responsibility. Nevertheless, organisational stability and efficiency remains important to management's pursuit for flexible work arrangements, despite attempt to circumvent employers' obligations to their workers.

Based on this background, the study found that the management staff had better and deeper understanding of the concept of performance while the contract employees which formed a considerable number of the workforce lacks knowledge and understanding of performance management. They could not really give much information and explanation about the concept of performance management, because they are not fully involved in the process.

Their limited knowledge reflects the information they had about performance appraisal been a yearly activity rather than an encompassing process, which happens regularly. This indicates contract employees lacks organisational citizenship, unlike their full-time colleague, who are involved from the PM planning stage to goal setting, feedback, and the reward stage. For the contract employees, their partial and unofficial performance appraisal stops at the feedback stage, they are not involved in planning, training, or been recognised for any award and reward.

This can become restraining forces for effective performance which can affects their behaviour and commitment. There is need to integrate this group of employees fully into the performance management system, regardless of their contractual relationships. This necessitate training and awareness of performance management system in order to maximise their inputs and reduce the rate of employee turnover. A successful implementation of a performance management system is about harnessing individuals in order to achieve the organisational goals. Performance management should not only be a drive to maximise profits for the shareholders, but, should also involve career development for the entire labour force. Management support is very crucial at this point.

In the next sections, the qualitative results are revisited which relate to the research questions to address the problem statement and formulate conclusions.

7.2. Addressing the Problem Statement

7.2.1. How is performance management implemented among employees in the organisation?

This study found that the implementation of performance management was very crucial to the three case companies, in managing employee's performance, majority of the management respondents opined that PM is used among other reasons to improve/increase organisational outcomes. Despite adopting different performance management strategies, they all believed in the efficacy of the system. The three oil MNCs operate a bureaucratic, top-down system. Performance management system was designed in such a way as to reflect each companies' guidelines including high level strategy development, periodic work plans/objectives, performance standards, reporting, objective performance evaluation and reward, or demotion for under performers.

The focus on specifying what should be done, when it should be done and who should do it suggested the pursuit of predictability, which is characteristic of bureaucratic systems (McAuley, et al., 2007). Bureaucratic systems also tend to enforce conformity to pre-set standards through the use of impersonal rule and procedures. Thus, these guidelines were translated into standards operating procedures which employees were expected to follow if the three oil MNCs were to achieve their goals and objectives. Although, there were differences

between the guidelines and the actual implementation process amongst the three case companies (see Chapter 6).

Evidence from the literature mostly portrays management as the leaders of and sole decision makers in the implementation of performance management (Armstrong, 2006). This established standard was found in the case companies, reflecting the cascading approach to management. Thus, employee performance management process was expected to be followed within an agreed framework of planned goals and standards, similar to that outlined by Pulakos, (2009). In this approach, employee's performance management is seen as a rational step-by-step procedure designed by management. These steps include setting the organisation's objectives, translating these into clear individual goals and reviewing these goals regularly to provide performance feedback. The process also involves determining employee training and development needs and allocating rewards (Armstrong, 2006).

Although, management appear to be in-charge and employees have little or nothing to do with the process other than executing their individual duties. They are managed, rather than active participants. However, employees are not robots that can be programmed to perform exactly as required, they are humans with "flesh and blood", emotional and psychological abilities to responds to manager's prompts and attempts to direct their behaviour. An employee from Company A, stated: *people do not disrobe their humanity to come to work, and then put it on at the end of work (RM12)*. The same consciousness inspired most of the motivational theorists to consider issues such as motivational effects of goal setting on employees (Locke and Latham, 1990). Although, those theories have met with lots of criticism for having similar primary objective with the classical management theories (Martin and Fellenz, 2010); that is, to help managers control employees and the labour process while excluding employees from any form of decision making.

In view of the above discussion and the literature review, a new framework for a successful implementation of performance management is hereby proposed.

Some of the previous performance management frameworks (Pulakos, 2009; Aguinis, 2009, Armstrong, 2009), were found to be the most appropriate framework for modification and extending to develop a new framework for successful implementation of performance management. The proposed framework attempts to avert the flaws highlighted above and build on the strengths found in this model. The new proposed framework developed by this study has

enhanced components that suggests an improvement over the previous frameworks. Firstly, it is tailored to the study objectives and serves as a framework for the successful implementation of performance management.

Secondly, the improved practical design framework allows for easy application by line-managers/supervisors without confusion. Thirdly, the framework is dynamic and can be reviewed and amended regularly. Fourthly, the proposed framework encourages a greater degree of focus, and encourages the companies to prioritise their efforts and budget in respect to critical factors. Fifthly, the framework critical success factors are explicitly defined and can simply be measured. Lastly, all intricate relations and top-level group were removed to support better implementation of performance management. Find below (in Figure 8) the proposed new framework for the successful implementation of performance management in the Nigerian oil and gas industry.

Figure 8: Suggested Model for Effective and Successful Performance Management
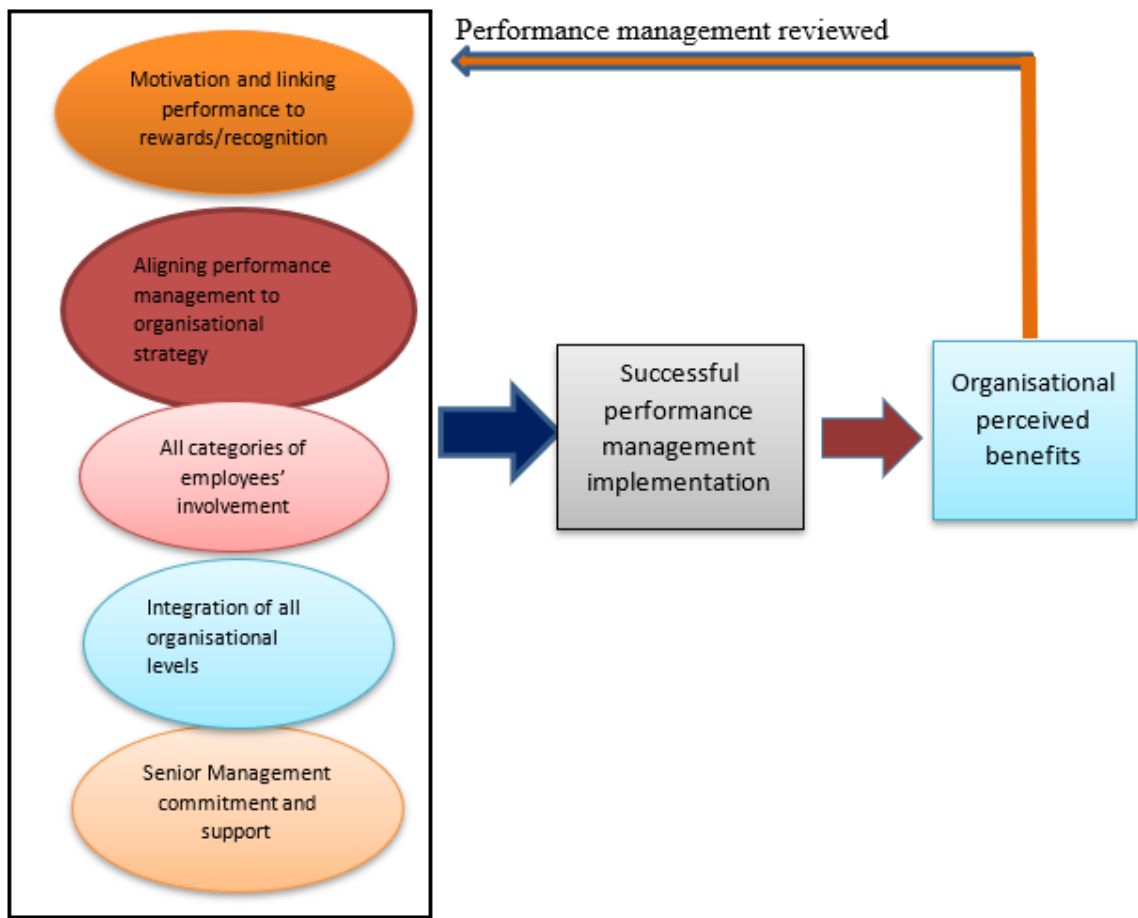
These five elements are inter-related. The outcomes of connecting performance management system to organisational strategy is contingent upon good performance management concept and unification. Leadership commitment and support enhances motivation within the organisation and employee's involvement. Accordingly, every factor has direct or indirect implication on the others. These factors are arranged in the framework according to their importance. The feedback from the study basically led to the apportioning of the levels of importance based on the impact it has on the implementation of performance management, and on the level of attention paid to in the literature. As the proposed new framework illustrates, the collective outcome of the five factors determines the success of the implementation of performance management. Flaws in any of these factors will influence the whole system.

The model indicates that the general effectiveness of the implementation of performance management will result in the perceived business benefits. These benefits can be measured using strategic key performance indicators. The closed feedback loop is significant for regular development, as earlier mentioned, this is a flexible and dynamic process that required constant review. Hence, the validity of the model can be reviewed regularly, and if the benefits are found to be less than expected, the factors can be reviewed to determine the cause of the issue. This framework helps to understand the mechanism of each factor and the significant element that make it an effective and successful model.

The data gathered in this study suggest that management and senior staff believe in performance management system, and acknowledged its benefits, however, some of the employees do not share these views, nor do they understand the targets. For example, Company B forced ranking appraisal system. A previous study in the literature revealed that one of the main reasons why performance management system was not implemented successfully was the apparent lack of benefit from performance measurement (Bourne, et al. 2002; McCunn, 1998). This signifies a challenge in the understanding of performance management system values and objectives, which in turn creates a risk of performance management system failure.

The study of Locke and Latham (2002) revealed that setting clear targets for work performance is a key management tool. In summary, it can be argued that there is lack of understanding of performance management implementation values and objectives among the employees,

particularly, those from Company B. This may be attributed to many factors, such as lack of clear communication, and rating procedures.

Evidence indicates that it is very crucial for employees to understand basic performance management indicators such as measurement and rewards system. Regrettably, the response from this study reveals that some employees identified unfairness within the reward system. The findings suggest that there is a complete failure on the part of the oil MNCs to link reward to performance. Hence, this factor needs to be given priority in implementing an effective performance management.

From the empirical findings majority of the employees do not believe that they are appropriately rewarded and recognised for their contribution and do not believe that when they do a satisfactory job, their contribution is rewarded. Reward is a key issue when it comes to staff's engagement. If employees perceive unfairness in the relationship between their contribution and a comparable other, an attempt will be made to restore equality by working effectively or by trying to obtain greater rewards through other means either by focus behaviour elsewhere or exit the company. In addition to reward, if organisations are not providing adequate career development and training opportunities to employees, it is unlikely that the company will continue to operate as an employer of choice and retains employees who can make a significant difference to the success of the business. The importance of motivating employees that leads to effective and profitable performance management system is illustrated below:

Figure 9: Recommended Motivation Framework for PM Implementation
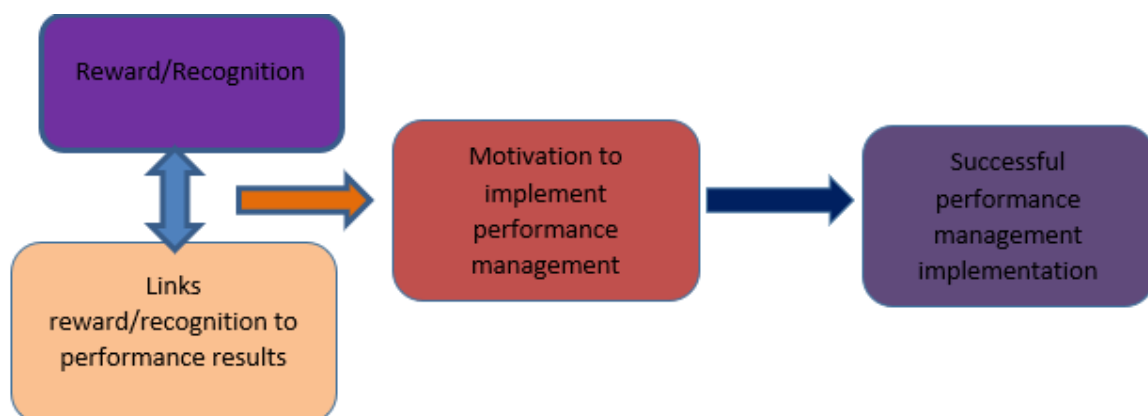
The study of Bourne et al. (2002), observed lack of motivation as a major threat to the success of performance management implementation. Figure 9 shows the structure of motivation

framework and its contribution in promoting successful implementation of performance management system. The findings from this research revealed the most significant elements that excite desire and strength in employees to continuously shown interest and commitment to performance management implementation- these are the link between incentives and performance management implementation results, and the availability of rewards and recognition scheme. The effective use of those two factors will create the desired level of motivation among staff to implement performance management system. Consequently, this will support the successful implementation of performance management. This take us to the second research question, on the elements shaping performance management system.

7.3. What are the Elements Shaping Performance Management in the Selected Oil and Gas Companies and How Do They Do So?

7.3.1. Change Management

According to Dewaal & Counet (2008) study revealed that when implementing PMS, there is typically some form of attitudinal resistance during the process of trying to achieve organisation-wide buy-in for the system. According to the authors, employees may feel threatened by a new system being implemented or may have become paranoid because of the failure of the previous system. This study investigated change management to explore its impact on PM implementation and found a good level of relevant understanding among majority of the respondents, with a few who were indisposed to the system. Indeed, employees are willing to accept PM, as they believe it will help them to work better and build their careers. Although, the lack of involvement of employees in building the implementation system is attributed to the contentious motive. Employees' involvement is important so as to give them a feeling of organisation citizenship. Thus, getting employees involved in the change process will help them understand the goals of the organisation, what needs to be done, why it needs to be done, and how well it should be done.

7.3.2. Employees Involvement

Employees' involvement in the implementation of performance management is perceived to be a significant success factor in driving toward continuous improvement and high performance. Evidence from the study suggest there is poor involvement of employees, particularly, at lower

levels, in the implementation of performance management system. This is due to a number of factors, such as, that only management are involved in performance management design and that employees do not have an opportunity to engage at the design stage, which leads to poor ownership of the system. Besides employees not privileged to participates effectively at the designing stage, poor awareness about the system and limited training are further reasons for this weak involvement.

Evidence from literature suggests that the involvement of employees has many benefits for the organisation, such as, it increases employee's productivity (Powell et al., 2012; de Waal, 2007). It is the management's duty to seek employee input in strategic initiatives, such as the development and implementation of performance management system, so that employees may not feel disengaged and frustrated by management decisions. This improves the chances for success (Sadikoglu and Zehir, 2010).

It also improves organisational decision-making capabilities, creates positive work attitude, promote team work environment, increasing employee satisfaction, improving retention of talented employees and enhancing commitment and motivation (Apostolou, 2000; Zhang and Bartol, 2010). It is apparent that the majority of employees interviewed were not satisfied about the present level of employees' involvement in the development and implementation of performance management system.

Figure 10: Proposed Framework of Staff involvement in PMS implementation model.
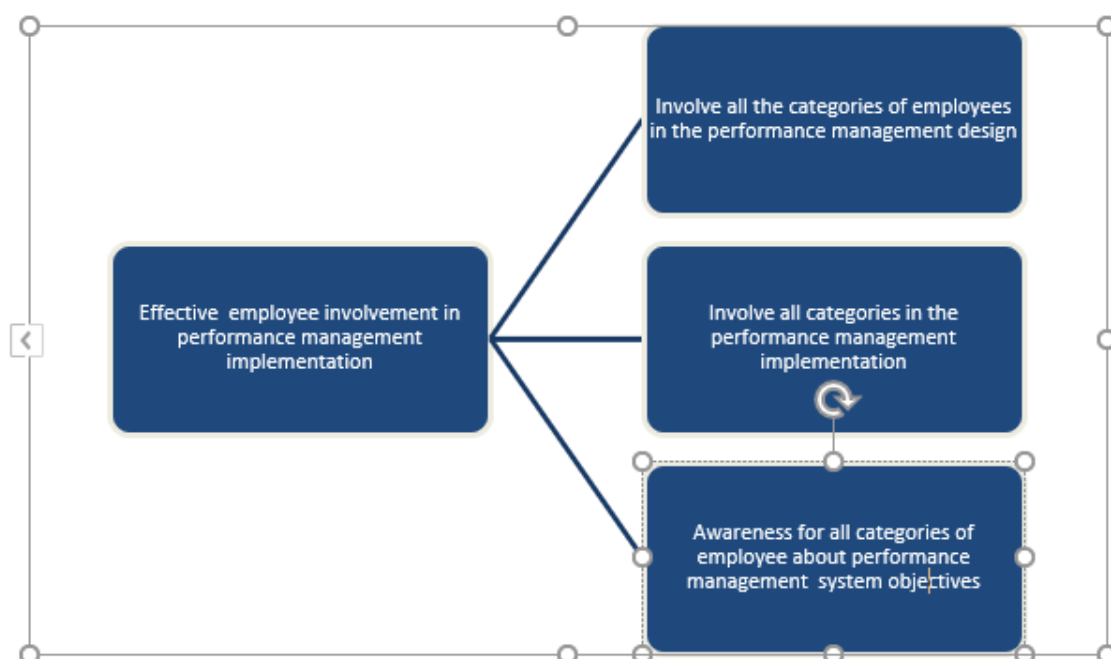
The lack of employees' involvement in the implementation of performance management system could be a result of weakness in the design of the PM, not adequately designed to involve all employees. Notwithstanding, this is a very sensitive area that the companies need major improvement. Evidence has shown, that lack of employee's involvement as one of the reasons for performance management failure (Kaplan, 2001).

7.3.3. Resources and Skills

Designing and implementing performance management system is a new concept to the case companies. The adoption of the PM model from headquarters (Company C), and the engagement of external consultant (Company B) were perceived as the right decisions by the management. More particularly, when management feel that the existing teams lack the skills and competence needed in this field. Accordingly, an expert can add a significant amount of value to the concept.

Inversely, choosing a wrong consultant can cause a total failure of the system. Kaplan, (2001), attested to this argument, that one of the major risks that may cause failure in the implementation of performance management is choosing a wrong consultant and adopting a model from one country to another without considering the organisation's cultural implications. Interestingly, no negative feedback was found about the consultant performance, knowledge and contribution to the scheme.

Therefore, it seems that the consultant was versatile and experienced in the design and implementation of a performance management system. Thus, it can be said that there was a careful selection of an expert by the companies. However, it is worth considering the cultural implications when importing and imposing a business model from a sister-company to another country. Feedback from one of the case companies indicated, that the kind of trainings and incentives given to the employees from the sister-company should also be accorded to them.

The implementation of performance management requires a huge effort and time to developed and implemented. Evidence from literature also stated that time and efforts are needed to build performance management systems (Bourne et al. 2002). This study finds an agreement among

the interviewees with this argument. For example, the performance management involves stages and phases, this is to ensure resources are allocated properly and enough time is given to complete set goals. As earlier discussed, external consultant developed and design performance management system, the rest of the job, such as appraising, evaluating, reporting and implementation are carried out by the existing resources. Thus, an effective management of resources in the system time scale is crucial, and so time management skills is a vital element.

7.3.4. Training and Awareness Strategy

An effective strategy for training, and staff development should immediately follow the design and adoption of a new performance management systems, to help employees improve their skills and contribute to overall performance improvement. Training on how to use a new application is critical for its successful utilisation (Chrusciel and Field, 2003). Evidence from this study is also in agreement with the literature, which demonstrated the importance of training. However, there is strong evidence that most of the labour force- contract employees have no clear strategy for training and lack clear vision for performance management. There is unsatisfactory awareness of the importance of PM among the contract staffs, and their knowledge of the system is weak. The feedback received in this study suggests that the most important reason for lack of awareness about performance management system could be the absence of an overall training strategy in the organisations. This causes less involvement and less interest in the performance management system. The training process needs major improvement to include the contract staffs.

7.3.5. Leadership involvement

Scholars argued that experiences have repeatedly shown that a key success for the implementation of performance management system is the ownership and active involvement of the leaders (Cavalluzzo & Ittner, 2004; Chan 2004; Cheng et al., 2007; Kaplan and Norton, 2001). Evidence from this study shows that top management roles of communicating missions to all organisational levels during different stages of implementation is not effective. It is very vital to have top management fully involved in all activities of the implementation of performance management. Such as, engaging in setting targets and objectives, communicating missions to all levels, monitoring, controlling the progress, and how rewards are awarded.

In a study conducted by de Waal, (2002), the results indicated the crucial role this plays in achieving a successful implementation process, and the importance of management being a role model to the organisation using performance management. This study found a similar procedure with the Directors of Shell. The evaluation process begins with the directors completing questionnaires, designed by the external consultant. However, there is evidence in this study that some managers are not very well engaged and do not play a suitable role model for staff in leading successful performance management implementation. Accordingly, further efforts are needed to convince managers of the importance and ethics of their role in demonstrating a role model in performance management implementation. It is very important for a successful performance management implementation to have a champion that can lead this initiative to success from a very senior level rank.

7.3.6. Effective Communication

The feedback from the management indicated that effective communication is an important element in successful performance management implementation. However, important information is often restricted to the management staff of the organisations, with the result that employees are not involved at all in implementation and evaluation.

Another finding was that some managers use unclear language and ambiguous words, and this can hinder the success of performance management implementation. The lack of effective communication strategy is one of the major obstacles in this area to the successful implementation of a performance management. Communication is important and very crucial for performance management implementation. However, the data received from the field revealed a degree of communication that was only average but not sufficiently poor to pose a risk to successful implementation of a performance management system.

7.4. How Do Employees and Managers Perceive the Implementation of Performance Management Implementation Process?

An effective performance management implementation is essential to ensure that both employees and the organisations are driving in the same direction in terms of its objectives. Effectiveness refers to the ability to achieve set goals and objectives. It is a process to which a policy or programme achieves its immediate objectives or produces its desired result. Performance management initiatives are meant to systematically improve individual performance in order to achieve organizational goals. They should be carried out in such a way as to clarify mutual expectations and should be perceived to emphasize the support role of managers who are expected to act as mentors rather than judges and focus on the future. Fowler (1990) argues that when employees see these initiatives as a process designed to help rather than to blame, they are much more likely to be cooperative. The level of acceptance will depend on how the employees see their position as being relevant to the organization and the kind of support that they envisage from management.

Successful performance management initiatives therefore should involve integration of the systems in place with the culture of the organization in such a way that those involved in the process have a sense of belonging. Their fundamental goal should be to establish a culture in which employees and groups take responsibility for continuous improvement of business processes and for their own skills and contributions (Philpott and Shepperd, 1992).

Although, the senior managers in the three organisations are positive about PM implementation process, and perceive the PM to be a great initiative, enabling the organisations to identify high performers and allows for openness. They believed that PM is achieving the stated aims and objectives which is to improve organisational outcome while rewarding employees accordingly. But this is contrary to the views of some the employees who are disgruntled about the appraisal process and reward systems. This indicates a discrepancy between senior managers and the lower employees. According to the findings, the employee's perception of performance management does not differ much from each other except for Company A. Employee perception of performance management can affect an organisation in either a positive or a negative way.

The effect or impact can be positive and result in good company performance or negative, which results in poor organisational performance. The perception of unfairness within the

performance management system can adversely affect employees' organisational commitment, job satisfaction, trust in management and their performance at work. According to Rajendran (2008), once there is a negative perception, there is a significant influence on the overall job dissatisfaction of employees and a decrease in the expected work outcomes in the form of work performance, commitment and turnover intentions.

A fundamental problem noted from this study with performance appraisal is the conflict between the assessment and the motivational functions of the appraisal process, which, in turn, is linked to four other aspects of the situation: quality of assessment, communication, implication for rewards, and the personal agenda of the participants. The quality refers to employee perceptions of an unjust or biased appraiser, whereas communication refers to the appraiser's reluctance or difficulty to communicate a critical evaluation, especially since critique may lead to decreased motivation and performance. Implications for rewards may cause difficulty, as studies have shown, that a direct link between performance and rewards may also result in decreased performance. For example, an employee does not receive a reward due to his/her insufficient level of performance. If the employee's perception of the fairness of the process was already at stake, this will possibly lead to negative reactions. Finally, the personal motives of both appraisers and appraisees may affect the outcome of the appraisal process. For example, an appraisee might be eager to receive feedback from the supervisor – but the motive behind this could be the eagerness to give his/her side of the story and correct the unwarranted criticism.

As previously discussed in Chapter 6, perceptions of procedural justice are related to both trust and morale in employees and are characterized by consistency in the application of procedures, lack of bias, accuracy of information, an opportunity and representation by those to whom the procedures pertain, Leventhal (as cited in Forret & Love, 2007, p. 251). This was obviously not the case in this study. The downside of this occurrence is that organisational commitment and productivity are negatively affected where employees perceive a certain level of procedural unfairness. This does not auger well for any organisation.

The pre-decided rating before the actual appraisal was the major contention in the distributive justice category. Management felt that the scale was fair and generous whilst the employees felt that it was unfair as they were rewarded less for their hard work. Most respondents felt that their scores did not reflect their actual performance, and this were attributed to

manager/supervisor subjectivity and the focus on the tool's monetary reward which was also used by managers/supervisors to punish their subordinates.

The outcry regarding the bias and favouritism in the selection process for rewards and recognition awards were another major factor influencing perceptions of fairness as it relates to distributive justice. Dailey and Kirk (1992) recommended that managers must pay attention to employees' perceptions of both procedural and distributive justice since these constructs play a central role in relation to job dissatisfaction and intentions to exit. This confirms the theory by Clay-Warner et al (2005), that employees expect outcomes to be commensurate with inputs in the form of experience, ability and effort. Therefore, adequate attention should be paid to the avoidance of appraisal politics and the pursuance of fairness and transparency. Performance appraisal exercise should not be ingestion but rather as a means of developing the employee in his job with the intention of strengthening the strong points of the employee while enabling him to improve his weak point. From the fore-going the next section discussed possible recommendation on how performance management can better be improved.

7.5. RECOMMENDATIONS

The findings of this study highlight several issues at various stages of the performance management. The experiences and perceptions of employees at the different stages of a performance management point to the existence of problems that are thought to impact on the effectiveness of the system. Thus, an attempt is made to identify recommendations which, if implemented properly, can contribute to increased effectiveness of the performance management system. These recommendations follow the various stages of a performance management system starting from performance planning through to the implementation of the system.

❖ The organisations need to review their reward and recognition management system. It needs to identify the behaviour that it values, and then implement an open and transparent reward system. The performance benchmarking shows that organisations are in the zone in relation to rewards and benefits. It might be that greater openness and transparency around the reward strategy is all that is required. However, it is likely that the management will have to review its current policy of not awarding employees who well performed. Proper recognition of good performance is essential. There is a general

feeling that employees are not rewarded for good performance. This is a key motivational issue and needs to be addressed urgently.

❖ Line-Managers/supervisors should develop a culture of appreciating the employees on their good performance, as praise is the thing that motivates people the most, takes so little time and costs nothing. No recognition or reward leads to the experience of injustice, and intervention is essential. The employees' performance should always be considered. It is therefore recommended that the Nigerian oil and gas industry, particularly, the oil MNCs should consider rewarding good performance as a way of strengthening the performance management implementation.

❖ Performance related pay should be introduced. It is a process whereby individual employee performance is rewarded accordingly. It is, however, advisable that proper training be undertaken on it, as well as, having clear and well formulated performance indicators. Performance standards should cascade from organisational objectives to individual employees set targets, this enables employees to know what is expected of them in the performance of their duties. Thus, the introduction of performance related pay can make employees to really seek to understand performance management system and be keen to appraise and be appraised as that affects their pay cheques. It is therefore, recommended that the performance related pay be implemented in the case companies investigated.

❖ Reward in the form of bonus such as, allowances for health, housing, car, generator, 13th month salary, should also be given to encourage and motivate contract employees, even if it is not as much as the permanent staff.

❖ All categories of employees should be engaged in all decisions with reference to performance management. According to Nelson and Quick (2008), this will make people express themselves physically, cognitively and emotionally as they perform their jobs and their work roles and also creates a sense of belongingness among the employees towards the organization.

❖ The performance management system of the case companies focusses more on measurement rather than development. Emphasizing more on evaluation and expectation rather than individual development demotivates employees to put them actively in the process. There should be a drive for balance between organisation's expectation and employee's development.

❖ The government on its part should not only enact laws that will reflect the realities of contemporary employment relationship, but also address all forms of unfair labour practices and implements same to serve as deterrent to organisations that are found of exploiting workers. Employment relationship should be structured in such a way that there is no gap in employment benefits between permanent employees and contract workers, especially when carrying out same job functions.

❖ Some new elements such as, corruption and sexual harassment where found during the empirical study to affect the successful implementation of PM. Thus, management should put in place an effective appeal process / calibration process to ensure fairness of evaluation and rewards.

7.6. Research Contribution

This research study has contributed to the current existing understanding of performance management implementation and the elements shaping implementation. The empirical feedback and the literature review led the researcher to devise a possible framework with top five elements that have the most influence on the successful implementation of performance management within the Nigerian oil and gas industry. Find below the five elements:

1. Motivation and linking performance to reward/recognition
2. Linking performance management to organisational objectives
3. Employees involvement in the system
4. Integration of all organisational levels
5. Leadership commitment and support

The above proposed five elements encompasses the major attributes of human resource practices. It is designed to give both organisation and employees the means, motivation and opportunity to have effective and successful organisational performance. Such integrated

features are at variance with other model of PM such as Armstrong, (2015), Aguinis, (2009), and, significantly, do not place meaningful frontiers over what performance management is and is not, as the framework essentially exclude no human resource practices as being outside of performance management. As shown in Figure 11 below, there is more to an effective and successful performance management system than just the implementation. The integration of these five elements, particularly, in this context, motivation and the general workforce (permanent employees and contract staff) should be involved in the performance management implementation if the organisation is to have a successful implementation of performance management.

These five elements are complementary in nature, such that an alteration in one element affects the other in the framework, and as such, the closed five elements interacts with other variables within its environment. These interdependent components of the Framework are designed to work together and function to achieve a common purpose- the goal of understanding effective and successful implementation of performance management. Since it has been proven in the history of developed economies, performance management if well implemented has been thought of as a key driver to employees' efficiency and organisational productivity (Brudan, 2009; De Waal, 2007). Thus, this study makes important conceptual contribution through the empirical evidence and existing theoretical framework to assimilate current knowledge and chart a course for more effective and successful implementation of performance management, in the developing nations, the Nigerian oil and gas industry.

Figure 11: New Proposed Framework for Effective Performance Management in the Nigerian
Oil and Gas Industry
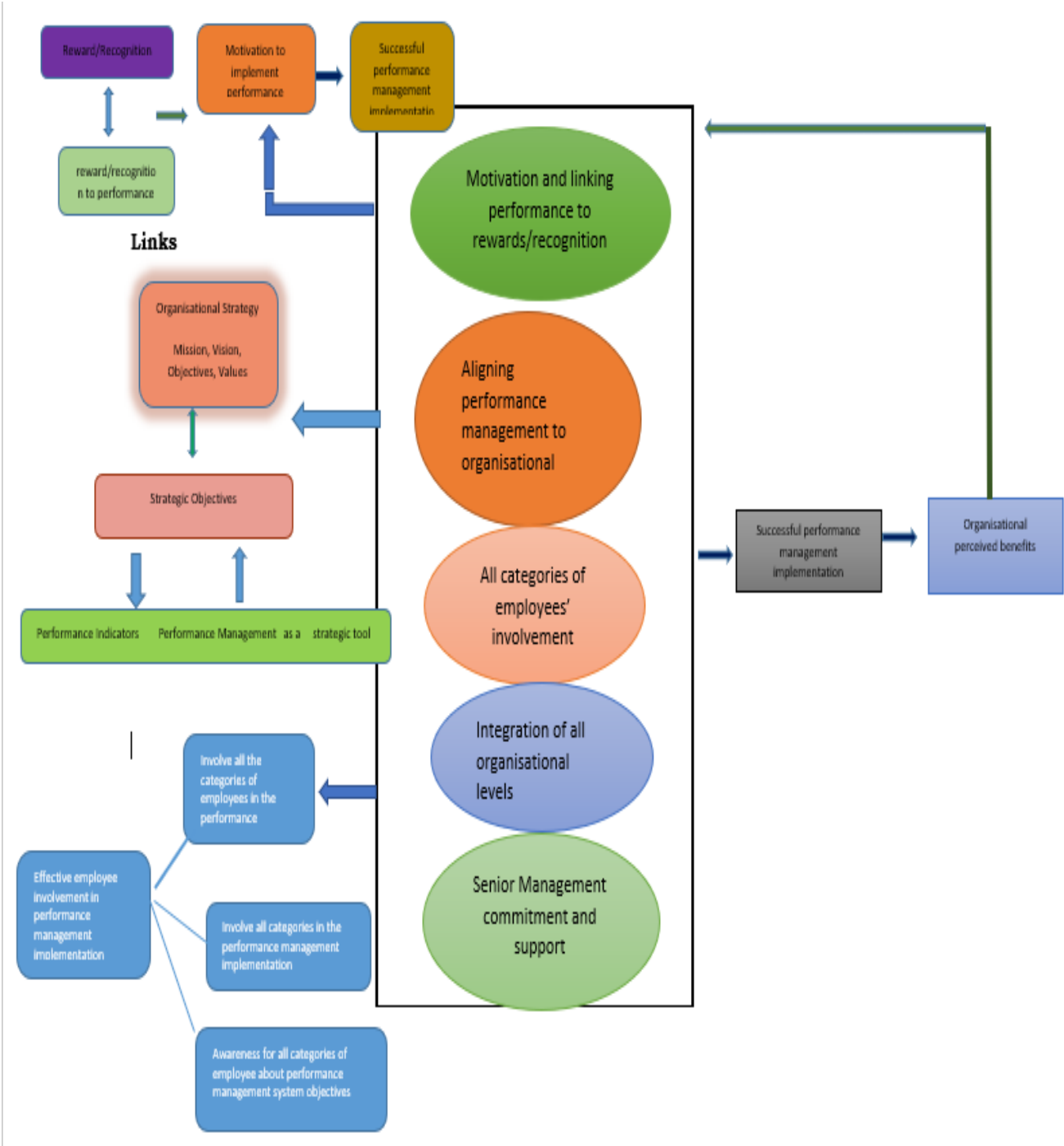
The proposed framework (See Figure 11 above) attempts to avert the deficiencies in the
previous model and build on the strengths found in this framework. The modified proposed

framework developed through this research has enhanced components that suggest enhancement over the previous model.

Furthermore, this study has made a theoretical contribution to our understanding of the elements that influence on successful implementation of performance management. The empirical findings extend current theory and help organisations to duly strategize for successful implementation of performance management and focus their efforts and resources on the elements. Furthermore, to the academic contribution of this research, it has great benefit to the organisations, it decreased the risk of failure in implementation and support top management to better utilise their resources and understand areas of concern.

7.7. Practical Implications

The findings from this study have practical implications for the Nigerian oil and gas industry and possibly other sectors that are aiming to improve their performance. The study explored the implementation of performance management within some selected oil MNCs in Nigeria, and the result may encourage the management of this companies to pay more attention to the shortcomings and weaknesses that influence the implementation of performance management system, thereby boosting their chances for better results and further continuous improvement.

Furthermore, establishing a motivation and reward/recognition scheme and establishing a clear performance indicator are crucial elements in achieving a successful performance management implementation system.

7.8. Research Limitations

Regardless of this study making several contributions to knowledge, there were some hitches. Firstly, is the sample size, only three case studies were explored, and 53 interviews conducted, owing to pressure on limited time and lack of resources. A bigger sample size would provide more qualitative information and cover more issues. Secondly, is the timing, this study was conducted in an environment where fear of losing jobs and tensions were the order of the day, due to the global economic recession in the oil industry. As such, the employees, particularly, the contract workers were unwilling to participate in the research. The researcher tried to overcome this by obtaining senior management approval for interviews and developing an interview protocol to ensure that interviews were conducted in the best setting.

This study utilised qualitative methods to collect its data using semi-structured interviews from some selected Oil and Gas companies in Nigeria. Some research analysts would contend that using a mixed method to gather data would improve validity of the research. The results could be different if a survey was conducted with a larger number of employees. Whilst the results are rich and robust they relate only to the selected oil MNCs in Nigeria. This means that these results reflect the practices of these selected Oil MNCs in Nigeria and cannot be taken as reflecting practices in other Oil and Gas companies in Nigeria.

7.9.   Recommendation for Future Research

This study concentrated only on three oil MNCs in Nigeria, given these sample size and limited resources, many interesting areas arises based on the present findings and recommendations that could be explored to extend the work on the implementation of performance management. There is an opportunity to undertake quantitative study to validate the findings, leading to the building of a theoretical model of performance management system, which is beyond the scope of this study.

In addition, similar studies may be useful in different sectors in Nigeria, as well as, other developing nations. This will contribute to knowledge and provide the grounds for comparison of findings across different context and nations, thereby extending research reliability

7.10.   Conclusion

The implementation of performance management in the Nigerian oil and gas industry is a relatively a new concept. The study was undertaken specifically to understand how performance management is implemented and shed more light on elements influencing the implementation. It is a valuable contribution to the study of performance management systems in the Nigerian oil and gas industry, yield important information for industry practitioners, policy-makers, and scholars of performance management.

The process of successful implementation of a performance management system is presently under-research (Abdel Aziz et al., 2005). This study began by reviewing the literature which produced a list of the typical elements that influences implementation of performance management and identified some gaps in this area, including the lack of research on the subject in the developing countries, particularly, Nigeria as compared to the developed nations.

This study makes several contributions to the literature of performance management in the Nigerian oil and gas industry, by exploring the elements shaping a successful implementation in this context and the perceptions of employees on the implementation of performance management. Although, this study extends the work of others who explored successful implementation of performance management (Hawke, 2012; Aguinis, 2009; Armstrong, 2009; Paulakos, 2009; Radnor and Barnes, 2007; Bourne et al. 2002). Having investigated the gaps and weaknesses in the implementation of performance management system in the three case companies, the study has recommended means of improvement.

Also, this study contributes to knowledge by bringing to light the inequality in the employment relationships and the subsequent denial of some categories of employees' basic rights and benefits in the Nigerian oil and gas industry. The study also contributes to the literature on performance management in the Nigerian oil and gas industry, proposing a framework that supports the successful implementation of performance management. Thus, recommendations in this study could serve as guidelines to industry practitioners and expected to help organisations fully benefit from the implementation of performance management system.

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11 March 2015

Adebola Ogungbadejo

University of Salford

Dear Adebola,

Re: Ethical Approval Application – 140028

I am pleased to inform you that based on the information provided, the Research Ethics

Panel have no objections on ethical grounds to your project.

Yours sincerely,

Deborah Woodman

On Behalf of CASS Research Ethics Panel

The Main Study Letter

THE MAIN STUDY LETTER
To whom it may concern,

Research Title: Performance Management Implementation and the elements shaping Performance Management in selected oil and gas companies in Nigeria

Researcher: [Name of the Researcher**]**

PhD student

Salford Business School,

University of Salford

Outline of Research:

Performance Management (PM) is a process by which employee's output and results are measured and monitored in order to bring about improvement in productivity and effectiveness of the organisation and also ensure that employees are rewarded accordingly.

The importance of performance management which is the process by which employees' commitments are measured cannot be overemphasised especially as it is a driver of efficacious organisations.

It has been noted that despite all the benefits that Performance Management has to offer to organisations, there is evidence from research that if it is not well implemented or if the processes are not well followed, it will not yield the desired result, and this may lead to an unpleasant situation. Hence, this study will be evaluating some Nigerian oil and gas companies to determine the implementation of performance management of contract staff in the sector.

The context of this study which is the Nigerian oil and gas industry is the major source of revenue to the Nigerian economy and contributes a large percentage to its foreign exchange.

The research seeks to bridge the gap in two ways: By looking at implementation of PM practices- which has not been the focus of previous studies and by considering four categories of employees in the oil and gas industry in Nigeria.

Confidentiality and data protection: The consent of the interviewee will be sought and obtained before the interview will be conducted. In addition, their consent will be obtained before the interview is recorded. At the outset, interviewees will be made to understand that they have right to withdraw from the interview at any point and any recording relating to the interview will be deleted. The recoded interview will be handled with confidentiality; only the researcher will have access to it. If any confidential information is inadvertently revealed by the interviewees, it will be deleted from the recording. All data obtained from the study will be used strictly for the study and securely stored. On completion of the study, the data will be strictly protected so that no unauthorised person will have access to it.

Information sheet for Interviewees

Salford Business School
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go-sbs@salford.ac.uk

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INFORMATION SHEET

Title of study: Performance Management Implementation and the elements shaping Performance Management in selected oil and gas companies in Nigeria

Dear [Name of participant]

My name is [name of researcher] a PhD researcher at the University of Salford, Salford Business School, Manchester, conducting research in the evaluation of Performance management implementation for contract staff in the oil and gas companies in Nigeria

Research Focus

The focus of the study is to evaluate how Performance Management is implemented for employees in the oil and gas companies in Nigeria.

Objectives of the study

Objectives of the study

•   To assess how Performance Management of employees is implemented in some selected oil and gas companies.

•   To evaluate the perception of the employees and managers regarding the process.

- To examine the elements shaping PM in selected Oil and Gas companies in Nigeria

- To conclude and provide recommendations to practitioners and other stakeholders on the development and implementation of PM processes

Participant selection

You have been contacted because I am certain that your personal perspective and interpretation of experience can make an important contribution to this research. **The data collection will be undertaken by face-to-face semi structured interview, direct observation and document review.** The interview will last an average of 45 minutes.

Voluntary participation

Your participation in this study is voluntary and you may withdraw at any time from participating in this research study without giving a reason. If you do not wish to participate you do not have to do anything in response to this request. If you are happy to participate in the research, we will ask you to read this information sheet, sign the consent form and return it to the researcher.

Risks and discomforts: This research study does not have any known risks or discomforts associated with it.

Benefits: The study does not offer any personal benefits for your participation. The information you provide will help the researcher gain more insight into this research work and the result of the study could be beneficial to the Nigerian oil and gas Industry.

Anonymity and Confidentiality: Any comments / inputs made during the course of the study will be treated with confidentiality by the researcher. All data collection, storage and processing will comply with the principles of the Data Protection Act 1998. Under no circumstances will identifiable responses be provided to any other third party. The information obtained from you will be used for the production of a PhD thesis and other academic publications and therefore openly accessible, however, the researcher will ensure that no individual participant will be identified. Where it becomes necessary to use names, the researcher will employ the use of pseudonyms to code the names of participants.

Storage of data

- Hardcopies will be reserved in a locked box, and all soft data will be saved securely in my own personal computer and encrypted. The backup files in the researcher's flash disk will be stored in the locked drawer in the researcher's appropriate place. The information provided will be analysed by the researcher and the results from this analysis will be available in one or more of the following sources; scientific papers in peer reviewed academic journals; local seminars; presentations at conferences. After completion of the research, all the tapes and drafts will be secured properly to prevent any misuse.

If you do have any queries or would like to contact me to receive further information about this research work, please do not hesitate to contact me through my Email: [E-mail of researcher] or Telephone: [Tel of researcher].

Yours Sincerely,

[Name of the researcher]

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Consent Form

Research Project Title:
Performance Management Implementation and the elements shaping Performance Management in selected oil and gas companies in Nigeria

Name of the researcher:
[Name of Researcher**]**

Name of the supervisor:
[Name of the supervisor**]**

Please tick the appropriate boxes

	Yes	**No**
1. I have read and understood the project information sheet dated DD/MM/YYYY.	☐	☐
2. I have been given the opportunity to ask questions regarding the above research project.	☐	☐
3. I agree to take part in the project.	☐	☐
4. Taking part in the project will include being interviewed and audio recorded.	☐	☐
5. I agree to the use of my statements as anonymous quotes in publications	☐	☐
6. I understand that my taking part is voluntary; I can withdraw from the study at any time and I do not have to give any reasons for why I no longer want to take part.	☐	☐

_____   _____   _____
Name of participant   [printed]   Signature   Date

_____   _____   _____
Researcher   [printed]   Signature   Date

Appendix 5.

The list of topics for interviewees

(This will be sent to top management staff of the selected oil and gas before the interview is conducted to provide them with the general idea of topics for the interview).

The scope of the interview will cover the following:

1. General Information about the oil and gas company (i.e. organisation structure, visions, mission).
2. Understanding of the concept of Performance Management.
3. Key objectives of PM
4. Elements shaping PM
5. How the process of performance management is implemented in their organisation.
6. PM Policies in the organisations
7. Who is responsible for the PM policies?
8. Effectiveness of the PM policies
9. Recruitment and retention of employees
10. Strategies to improve PM
11. Role of top management staff is during the process
12. Perception of employees about the PM implementation process

Appendix 6

CODING TABLE OF THE OIL AND GAS RESPONDENTS INTERVIEW TRANSCRIPTION

No	Narrations	Coding/theme	Reference
RQ1	PM IMPLEMENTATION FOR EMPLOYEES		
	1"The appraisal system we operate here is called a goal-oriented appraisal system which some people also call the objective-oriented appraisal, it is quite a cyclical process. The way it works is this- based on the organization's new targets and focus, goals are set for a particular operating period (usually a year) and from it, the departments, team and individual employees are assigned their own goals which should be achieved within that same period of time, mutual agreements are made between employees and managers, the manager then monitors and coach the employees. At the end of the operating period, the employees are assessed and rated against the initial goals set and decisions are taken based on the results of the appraisal, such decisions can be used for training, promotion or rewards in form of benefits, and salary increase."	*Goal oriented PA* *Objective Oriented PA* *Cyclical Process*	RA1
	2"When it comes to PM implementation, it is the responsibility of every employee in the organisation. Everyone has got their responsibilities, and it is not just the work of the HR department or certain employees working in the HR department. It is at three levels; policies are passed from the top management to the departments, which are then passed down to teams and individual employees, every employee is carried along in the implementation. There are regulations and frameworks that guide our activities in this company, so we operate within that framework..."	*Everybody's responsibility, employee involvement,* *employee participation*	RA2

	3"*Within the company, there is a sort of process - like a hierarchical arrangement, where decisions are taken from the top. We are given directives from above and must follow them, especially when it comes to implementation of certain performance systems. Although we have our own individual responsibility, which is to appraise the employees; we are still guided by company's policies. For example, the HR department provide information and training on PM ratings and design appropriate PM framework that suit the organisation, and all employees are expected to work towards their goals and accept feedback too. We are guided by company guidelines and deadlines on submission, so we cannot do things on our own".*	Hierarchical arrangement Directives Come from Above	RA5
	15"*the way PM is implemented here is quite unique and different, the reason I am saying this is because the decisions regarding PM are passed from the management level and passed down to us, we are not directly involved in the planning process, but we implement the instructions given to us which I believe is a downward approach or a top-down method. The management believe this is the best approach when it comes to PM, but I believe that involving the middle and junior employees in the planning process and seeking their opinion might make a major difference to the overall output of the PM process*"	Cascading, Downward approach, Top-down Approach	RS5
	16"*The top-down PM method is what is operational in this organisation and to be honest, it has its pros and cons just like every other organisational tool or strategy has its advantages and disadvantages. The disadvantage which I have seen is that it doesn't give room for the involvement or contribution of junior/lower staff members*"	Top-down method	RS4

	1"The forced ranking performance management system is in complete opposition to creating dynamic team-centric problem solving--your ranking (and salary) become benchmarked on your performance in the first two years; the company is slow to accept the changing work demographic; abysmal family leave benefits".	Forced ranking	RB3
	2"*I worked at ExxonMobil full-time (More than 10 years). Great learning experience, good pay and benefits. Chance to work on the biggest most challenging projects in the world. If you do not understand controls (financial, process, projects etc.) after working for ExxonMobil you will never understand. They are getting rid of some of the good old boys but not quite fast enough*".	Lay off	RB7
	3"*Yearly ranking session not based on performance. You can have and exceeds yearly performance review and your ranking can still go down if you do not have the right sponsor or older than 55. Currently company is downsizing by weeding out 55 years and older and replacing with younger less experienced. Most folks hate the ranking session and what it does to the team work environment... kills the incentive to work in teams with those in your rank group. ExxonMobil is talking about changing the environment and being more team oriented, but, they refuse to change the yearly forced ranking which puts fear and mistrust in everyone*".	Yearly ranking	RB8
	4"*Unfair and ruthless forced ranking process; on paper should be performance driven but like all human controlled activities get subject to office politics of senior executives to settle scores or 'perceived threats'. Military-like workplace environment where that*	Unfair and ruthless forced ranking	RB14

	espouses only the top down approach Absence of 360-degree feedback. A very evident double standard in faster career development of HQ country (US) employees compared to employees from other parts of the world, particularly Asia and Africa (much slower). Reduced emphasis on training/technical development of employees. Limited opportunity for career development".	Absence of 360 degree feedback, Double standard, low training and development, Limited Career development		
	5*"Forced ranking is a relic of the bygone age and gets your best and brightest employees out of the door simply because they do 'politics' or have benevolent 'God father' senior manager".*	Politics, subjective, God fatherism	RB3	

RQ2	ELEMENTS/INFLUENCES OF PM IMPLEMTATION 1*"Our culture in this organisation actually influences PM positively, here, we believe in excellence, and this is reflected in everything we do including our PM implementation. At the beginning of the year, the management, company decision makers, strategic partners sit down together to brainstorm, set goals and objectives. They also set a budget for the year based on the projections that they have made. They organise something called the "line of sight" where they share with all departmental heads, and unit head. Where everybody is aligned to the strategic objectives, so each unit goes away and comes up with how it's going to help the company achieve its set goals, and that is where PM comes in, where you as a line-manager seat with your subordinates, set and agreed on certain objectives to be achieve within a set-period. This is due to the company's performance driven nature, and passion about achieving results that exceed expectation, those objectives are reviewed periodically to ensure that if there are changes in strategic direction, those objectives can be aligned to those as well to ensure that the organisation's objectives are achieved at the end of the year".*	Culture of excellence	RC2
	2*"Our watchword is excellence, we are committed to excellence in everything we do, and strive to continually improve, and this is obvious in the way we plan and also implement our PM."*	Committed to excellence	RC9
	3*"…we have a work environment that actively embraces diversity. Diversity in the sense of our people, talents, and ideas which bring about diverse experience, and high performance, which has a positive effect on PM and overall success of the organisation."*	Culture of diversity	RB4
	4*"I feel that sometimes people come with ideas and skills that are either out-dated or not in conformity with our operations here and try to influence or change*	Outdated ideas and skills	RB14

certain ways we do things, believing that they have come with experience that can help the organisation progress, those outdated ideas negatively affect the PM process."		
5"…When it comes to what influences PM, everyone is important. All stakeholders have their role to play, including employees, line managers, and others. So, involve everyone, and that is where respect for one another comes to play. Good relationships at work helps people to work together in teams, and since PM has a lot to do with feedback from the supervisor to employee, then building good relationship is the key"	Respect. Building good relationships	RC1
6"I strongly believe that we all have our duties to perform in the PM implementation, when employees work together in a place and there is mutual respect for one another, with that collective force and synergy, there would be nothing impossible for them to achieve, including PM".	Mutual respect	RC3
7"... The engine behind PM is people, I mean employees…they determine if PM would work or not. Honestly, it is a good feeling when you are going to work in the morning and your mind is at rest that the people you are going to meet are not troublesome, but people who give respect and value relationships. The reason why I am saying this is because I used to work in a place where I wasn't happy going to work, because there was no unity and I wasn't happy with the relationship I had with my colleagues, and this affected my productivity and individual performance".	People Management, Respect and Relationship	RC14
8"We invest a lot of our resources in training, and staff development, because we know that for staff to be able to meet up with their set targets and deliver world class performance, they need to be trained, which include training on goal setting, feedback, planning and reward which could come in form of on-the job training, off-the-job, mentoring, couching	Training and staff development	RB2

and guiding employees towards higher performance."		
9*"When it comes to training, there is a training budget and the budget only covers for permanent staff and not contract staff. The organisation has designed training programmes in form of seminars, conferences, training courses, postgraduate studies both locally and abroad but they are strictly for permanent staff. The third-party contractors have been paid to take care of the training needs of the contract workers."*	Training	RA2
10*"We are not responsible for their training because they are not our direct staff, they are only contracted to work for us, so why should we incur the cost for their training? It is the duty of the third-party contractor to do that since the company has paid for it"*	Training	RB6
11*"Unlike the permanent staff that get training regularly within and outside the country, contract staff don't get training from the company. Rather we get trained by contractors which is barely enough, and that is something I believe will affect the output and performance of any contract staff. This mainly has contributed to why most contract staff seeks better employment, and not fully committed to the organisation and the PM process".*	Training	RA12
12*"One essential factor that can influence the PM process is the staff training and development. PM is about improving the performance of staff which eventually translates to improved organisational performance, and one way to improve staff performance is through training of all staffs".*	Staff Training	RB11
13 *"Training is something we do here because it helps to develop employee skills and abilities, address their*	Training	YinkaG

	weaknesses and bridge their performance gap. Also, all line managers as part of our targets are also required to coach their subordinates and equip them with tools they need to excel on the job and provide the resources they need to meet their target."		
	14 *"Contract staff don't really need as much training as the permanent staff because their work is not as intensive as the permanent staff, I believe that the annual training given by the contractors and the on-the-job training given after resumption on the job is sufficient for them to perform and achieve their targets."*	Training	RC1
	15 *"….an organisation that supports its employees directly or indirectly, either by investing in development programmes or organising regular training for its staff is committed to their growth and when employees sense this, it encourages and motivates them towards better performance and has a positive effect on the PM process".*	Investing in Development programme, Regular Training	RB11
	16 *"All line managers as part of our targets are also required to coach their subordinates and equip them with tools they need to excel on the job and provide the resources they need to meet their target."*	Coaching	RC7
	17 *"The extent to which employees are engaged with decision making affects PM. Depending on the severity of the decision, the cost level and the risk, if all these things are low, then my subordinate can take decisions in my absence, but if it backfires then it will affect their overall appraisal and performance score".*	Employee Engagement	RC7
	18 *"Employees, especially contract staff, have no authority and are not empowered to take decisions, but follow instructions as centralisation is predominant in this organisation and decision needs approval by top management".*	Employee Empowerment	RC9

	19 *"Sometimes even the style of leadership goes a long way to affect the success of PM in the organisation, some leaders are autocratic by nature and are controlling. This style of leadership will affect employees' performance, the state of mind, morale, and performance of employees, especially because employees implement the stages of PM"*	Leadership style	RB1
	20 *"I once had a manager who was domineering and very bossy and this affected my performance negatively because I didn't like him and the motivation to come to work or do my task was missing"*	Leadership	RB7
	21 *"It is a different thing to introduce a change initiative including PM to the organisation, it's another thing to be committed to its implementation in the appropriate way. The reason that I am saying this is because management bring in a lot of great ideas that can make the workplace a better place but are not committed to the process and this affects the implementation. Their commitment determines the supply of the resources needed to make it work."*	Leadership Commitment	RA8
	22 *"Some leaders are not committed to feedback and don't care how you are getting on with the work, all they want is achieved targets and fill the appraisal form at the end of the quarter/year, which should not be, and this frustrates employees' efforts towards PM".*	Commitment to feedback	RB3
	23 *"The cascading method is widely used to implement the performance management system because it is convenient and in accordance with technocratic decision making approaches which value the opinions of experts (technocrats) rather than ordinary people who lack technical or expert knowledge; it is quicker because the design of the performance management system is entrusted to senior management, which*	Cascading, technocratic, decision making	RC2

	later communicates the programme to lower levels of staff".		
	24*"For PM to achieve its intended aim in an organisation, there must be an alignment between individual, team, departmental, divisional, and the corporate goals…the goals are set and discussed between the managers and employees…. without communication, there will be no PM"*	Goal alignment, From top to down	RB6
	25*"The quality of staff employed by the organisation makes a lot of difference to the success of PM process, the company has been able to headhunt the quality of staff with vast experience in various fields and especially in HR to be able to oversee the PM process and this definitely has a positive impact in the PM implementation"*	Quality of employees	RA1
	26"*I see the human resources as the most important influence, because they determine the success of every stage, from the planning to the objective setting, even to the final stage, so if they are not looked after properly then the process cannot be a complete success*".	Human Resources	RC7
	27"Whenever PM is successful in an organisation, there is a PM plan…Planning takes us from where we are to where we want to be, PM is really about planning" (Shell).	Planning	RC7
	28"Based on the policy, feedback is conducted through formal and informal sessions. All managers as part of their targets are required to coach their subordinates and equip them with tools they need to excel on the job and resources they need to meet their target. The managers are to guide them and not leave them to fail… constructive feedback is needed for PM to be successful".	Regular Feedback	RC5

	29"feedback, which is a policy of PM in this company, is an ongoing process. Although, formal feedbacks are given during the mid-year and year-end review, we have informal feedback sessions where the employee and the manager sit to have regular discussion regarding set targets. During the formal feedback process, the actual outputs are measured against the set targets. The reasons for shortfalls in performance are identified and discussed and then the actual performance is scored based on the grading system in place. The PM process may not achieve its original intention if the feedback is not done properly or enough time is not created for it such that employees are not well guided during the year before the appraisal interview".	Feedback

Review | RC8 |
	30"The organisation has a reward and recognition policy that is not discriminatory towards all staff, the reward packages are for all outstanding staff regardless of their employment status, so all staff are encouraged to do their best and surpass their targets.	Reward and Recognition	RC2
	31"One of the reasons for PM in an organisation is to be able to motivate the staff to do their work better by giving them some form incentives and rewarding them, but when a staff [member] is not rewarded or recognised by the organisation despite their hard work, then it can be demotivating, affecting the staff performance which subsequently affects the PM process in a negative way".	Reward	RC12
RQ3	EMPLOYEES PERCEPTIONS OF PM		

	6*"Personally, I believe that the result of the appraisal is not a true reflection of my actual performance because I believe that I did very well in my last appraisal year, I met all my goals but unfortunately I was rated lower than my expectation compared to my colleagues who didn't do up to half of what I did and was rated better. According to my supervisor, the goals were met but not sufficiently met. I believe my full contribution was not taken into consideration."*	Unfairness of process	RC6
	7*"From my experience, PM is a very emotional and sensitive tool because we are giving feedback to people. It is the same issues even outside the country because it is people-based. The outcome of PM when handled by a skilled employee is great, but if the employee is unskilled it can be a very destructive tool. The important factor here is adequate training"*	Feedback makes PM a sensitive and emotional tool	RB4
	8*"There are elements of man-know-man in the outcome of the appraisal process. The result of the appraisal tends to favour some individuals who have strong network connections and relationships among the top decision makers in the organisation, and they enjoy rapid and faster promotion compared to people who don't, so sometimes it can be very discouraging to put your best efforts in the job because it doesn't change the outcome."*	Subjectivity, Politics	RC13
	9*"My manager operates an open-door policy so that helped me and team members to approach him at all times. I also realised that he took particular interest in me and believed in me, he was willing to help and guide me in the right direction and that helped my confidence and gave me a reason not to let him down, so I worked harder than normal, and my appraisal came out excellent"*	Approachable leadership	RA13
	10*"Although I am not a permanent staff, I work so hard, I put in all my energy and*		

efforts into my work… yet there is no incentive that match up with my input, so I ask myself, why stress myself and kill myself to meet my goals? When there is no reward forthcoming. This is very upsetting."	No Reward/ Incentive	RB5
11*"There is no structured form of appraisal for contract staff. We are not regarded as employees of the company, the only part of the process that we are communicated to or part of, is the informal feedback. Some of us work hard to ensure we meet the goals set for us, but we don't get the rewards and recognitions that comes with meeting such goals".*	Lack of structured appraisal for contract staff	RA19
12*"The permanent staff has the computer login system, where their goals are recorded, and have access to update, and fill in every accomplished target. But we the contract staffs don't have such opportunity and most of the time, the rating of employees is done in absentia without the contract staff, which is used for laying off unproductive employees in case of downsizing or recession"*	Computer login for Permanent staff	RC11
13*"An effective system should be such that it can encourage an organizational climate of trust, autonomy, authenticity, experimentation, proactivity, confrontation, collaboration, communication and teamwork".*	Trust, Communication, Teamwork	RB4
14*"When employees' expectations are not met, inappropriate job behaviour and performance can disrupt the accomplishment of an organization's goals. It is important that employees should receive necessary training to do their work effectively. When implemented efficiently, a good PMS would provide significant information that would let an organization to make sound decisions regarding their human resources. Certainly, high-quality PMS can be an*	Management of employee expectation and job behaviour Training	RA6

influential mean to drive organizational effectiveness and change".		
17*"Employees are not given the authority and privilege to take actions and decisions about PM process; instead we work with instructions and guidelines. I think opportunities should be given for employees to also discuss and contribute directly or indirectly to the PM process which some call the bottom-up approach too".*	Employee Engagement	RC6
18A*"I feel that if employees are more involved in some of the PM decisions, it creates a sense of ownership and responsibility. It can also make employees value their job and make them work harder" (RS11)*	Employee Engagement/ Involvement	RA11
18B*"Well to the best of my knowledge I believe that this organisation uses what is called a forced ranking method or process of PM. This is because there is a way the ranking or rating is done by the supervisor which puts every employee in a certain category based on certain criteria's, it categorises high flyers and identifies employees that need improvement plans.*	Forced Ranking	RB7
19*"I believe employees should work together as a team so that everyone is carried along, and support is given to one another which boost employee morale and increase performance, but I can clearly say that the PM implemented here encourages individual performance over team performance".*	PM encourages individual performance	RB8
20*"Although a permanent staff will be able to help you more with a better and more detailed explanation, because permanent staff are more involved with PM than we contract staff to be candid, but what I know about the implementation of PM here is that it is*	PM focused on merit, Encourages exceptional hard work and diligence	RB15

	more focused on merit and encourages exceptional hard work and diligence".		
	21*"The uniqueness of our PM process is that everyone is carried along and the goals are set together. It is the responsibility of every employee to be committed and involved in the PM process while they are still involved in their everyday roles and responsibilities as well".*	Employee Integration	RA10
	22*"There have been different changes with the implementation of PM, initially appraisal at Chevron used to be done from one year after the resumption date of a new employee but that system caused a lot of work over-load for the HR department all year round, this practice has however changed, and presently, the appraisals are carried out at the same time every year for all employees."*	PM implementation, Same time every for all employees	RA7
	23*"The PM that we practice here in this organisation places emphasis on integrating everyone and involving every employee in the implementation process."*	Employee Involvement and Integration	RA8
	24*"Although the organisation has policies that integrate everyone in the PM process, the PM implementation process for permanent staff is still more structured and detailed than that of the contract staff"*	Structured and Detailed PM for Permanent staff	RA16
	25 *"One essential factor that can influence the PM process is the staff training and development, because PM is about improving the performance of staff which eventually translates to improved organisational performance and one way to improve staff performance is through training. Although training is given but fails to identify individual learning ability".*	Training and Development	RB6

	26 *"Unlike the permanent staff that get training regularly within and outside the country, we contract staff don't get training from the company, rather we get trained by contractors which is barely sufficient and that is something I believe will affect the output and performance of the contract staff resulting in a negative effect of the PM process of the organisation".*	Training for permanent staff only	RA12
	27*"Some of these senior employees felt they would lose respect or control of subordinates if they were required to discuss one to one, the targets, objectives, standards and time frames to achieve given tasks. It was difficult to break away from the old habit they already used to, and to worsen issues, presently the company is downsizing by weeding out 55 years and older and replacing with younger less experienced. Most folks hate the ranking session and what it does to the team work environment... kills the incentive to work in teams with those in your rank group".*	Ranking session kills incentive to work in teams	RB14
	28*"Achievement of set targets would be very rewarding, and failure would give employees the impetus to try harder".*	Set Targets	RA6
	29*"The uniqueness of PM process is effective communication. Everyone is should be carried along in every process of the implementation. When employees see themselves as having organisational citizenship, then it is the responsibility of every employee to be committed and involved in the PM process".*	Effective communication	RC4
	30*"When a line-manager does not clearly communicate to its team members about their individual and collective goals, there are chances of misunderstanding and, of course, conflict, so these are part of the*		RB11

	challenges we face with the PM implementation".	Lack of clear communication	
	31*"Sometimes when the words of a manager are unclear, especially speaking technical terms, this often leads to misinterpretation and arguments. So, it is important that all the language of communication should be clear whether intra-mails, telephone, fax, face to face, and more importantly, the words used to describe the goals and targets set should also be very clear."*	Unclear words communication	RA8
	32*"…Like the saying goes, communication is the lifeblood of every organisation… For example, feedback given through communication is an essential ingredient of PM and is also an ongoing process in this organisation... Although formal feedbacks are given during the mid-year and year-end review, we have informal feedback session where the employee and the manager sit to have regular discussion regarding set targets. During the formal feedback process, the actual outputs are measured against the set targets. The reasons for shortfalls in performance are identified and discussed and this influences the kind of training offered to the employee, which affects the overall PM of the organisation"*	Communication	RC14
	33*"Ideally, the initiative for implementing PM comes from above (when I say above, I mean top management), and then resources are approved, it is then implemented, in a situation where the top management/leadership has a great interest in PM, the resources, efforts and funds will be dedicated to its implementation, but as soon as a new leader with no interest in implementing it is appointed, PM implantation will not be taken seriously or as a priority by the company.*	Top management commitment, availability of resources	RC5

34 *"Sometimes feedback which is part of the PM process is not comprehensive as supervisors are very busy, this I believe is a problem because I experienced it. If I had been carried along well by my supervisor, I am very sure I would have scored higher in my last appraisal".*		Feedback	RA13
35 *"I feel that the result of the appraisal is not totally objective, if your supervisor doesn't like your face or your personality, there is a likelihood that the outcome of your appraisal will not be favourable regardless of how hard you work".*		Out of appraisal Subjective	RA7
36 *"I was not involved in the goal setting and decision making at the start of the appraisal year, I was just given the objectives and goal for the year and expected to achieve the;, I would have expected that there should be a feedback discussion between my supervisor and I concerning my individual target and goals ensuring that the goals are more realistic and giving suggestions on how achieve them better so that it is clearer to me but there is nothing like that…"*		Zero Feedback Unfairness of process	RA10
37 *"Basically, PM is sort of motivating because it leads to increase in pay/salary for those who have done well; it has a way of motivating people to give their best. Also shares are given out yearly to people who have been identified to have really contributed to the company's growth (the shares are held in trust for them for a few years before they can access them and do whatever they want with it, but it belongs to them".*		Motivating, Salary rise, Pay increase for permanent staff	RA6
38 *"PM leads to faster promotion up the ladder than it would have taken an employee to get promoted originally because, if you exceed your target and are outstanding consecutively for 2 to 3 years, you will get faster promotion than your colleagues who have not been exceptional, so it has a way of*		Faster Promotion	RA7

	compensating outstanding employees and rewarding hard work".		
	39*"….We are the most insecure set of people in the organisation, in case of any economic recession, downsizing, or retrenchment we are the first to be sent off so that makes it difficult to really feel secured on the job because you know that there is no security on the job, and the truth is that it will affect ones performance because you will be looking for greener pastures elsewhere and focus on your job will be difficult at times".*	Insecurity, Lay offs	RA19
	40*"We are seen and treated as second class citizens in this organisation and this affects our sense of belonging and responsibility in this organisation, that's why if any employment opportunity opens elsewhere we are quick to go because there is no security on this kind of contract".*	Sense of Belonging	RA12
	41*"At this point, I must say that there is a wide difference between how we are treated as contract staff to how the permanent staff are treated, and honestly this has an impact on performance, it is sad to say that apart from some company benefits which we are not entitled to, we are not even allowed to join the company's cooperative group to access things like loans. This influences us generally… the truth be told, because we are humans".*	Treatment and relationship	RA17
	42*"Only permanent staff are allowed to join the Trade union, contract staff are not allowed to join the Trade union because the condition for joining is that the staff must be a permanent staff, they are not allowed to join because they fall under the category of temporary staff".*	Discrimination, Unequal Treatment, Trade Union available to only Permanent staff	RA19

	43 *"Reward is an unrealistic hope for contract staffs. The treatment given to contract staffs is highly discriminatory."*	Reward for Permanent staff only	RA16
	44 *"I have been a contract staff in this organisation for 7 years… we have contract staff employed here who have been in employment for 10, 15, 20 years without being converted to permanent staff, so if they lose their jobs today, they are not entitled to any benefits, they go home empty handed and that is really discouraging and demotivating"*	Long unchanged contract	RA7
	45 *"When I joined the organisation newly, I was given a job description and that is what I worked with to fit into the department and settle into the system. I noticed that after my probation period, I was appraised at the end of the year on certain set goals that were not categorically stated in the job description so that affected my first appraisal, now I have learnt better to always ask questions and be clear on what exactly my individual goal and objective is rather than assume it is just the job description I should work with".*	Unfair appraisal of process	RC4
	46 *PM is good when there's something in it for you, when you know that after the process then there is a form of motivation in form of contract renewal or a conversion of your employment status to permanent staff, but unfortunately, it doesn't lead to that, the idea of PM for contract staff is just to ensure that their goals are met)".*	Unassured renewal of contract for contract staff, Lack of motivation for contract staff.	RC11
	47 *"My perception regarding PM is that it protects only the permanent staff and not the contract staff, in the case where the company is downsizing and laying off its staff as a result of recession or change in policy, it's the contract staff that go first before any other category of staff, so regardless of how much you perform to impress your manager, the PM doesn't*	Job insecurity for contact staff, Lay offs	RC11

	protect you as an individual contract staff"		
	48*"There will always be some form of subjectivity involved in the PM outcome, there is no 100% objective appraisal, as long as it involved human beings, you cannot rule out the human factor. The focus should be how to minimise the subjectivity. In my last team, it was a team of 8 and the high flyers among the team were not rated best, so that should leave a question in the heart of people about the subjectivity of the outcome…."*	Subjectivity	RB14
	49*"My supervisor is hardly ever around, he always has to travel both locally and internationally for meetings and assignments and I have to just work on my own. During the last appraisal I was appraised by another supervisor who rated me but in my opinion is not an accurate rating but guess work because he doesn't have sufficient information about my performance."*	PM outcome, Appraisal outcome	RB7
	50*"Sometimes when some tasks given are not clear to you and you go back to get clarification, there is this look and comment you get (suggesting that you don't know what you are doing) from your supervisor or you are not supposed to be here especially when you go more than twice, and this sounds little but very important to the achievement of my PM goals".*	Pm Interactions at work, ratee-rater	RB3
	51*"The organisation has got beautiful plans for those who are permanent staff, they have training and succession plans for them and provide career growth and opportunities for them, which is very encouraging and motivating for the staff to perform better, but there are no plans for contract staff since we are subcontracted to them and this to a large extent is demotivating for us".*	Long term plans, future plan, succession plan for Permanent staff	RB12

	52*"Some supervisors use the appraisal to get back at subordinates that refuse to comply with their personal request during the year… I was underscored by my former manager because I refused to date him and that's the way the system is, if I make an official report, I might be sacked or dismissed because he is a manager and more connected to the top management and can even frame up more things against me."*	Personal interest, selfish interest/gain.	RB8
RQ4	HOW PM CAN BE BETTER DEVELOPED AND MANAGED 1*"The development and implementation of the pay-for-performance system would sustain the performance culture, and even instil a positive attitude among the employees about the performance management system"*.	Pay-for performance system	RB11
	2*"Performance results which show that the performance of employees meets the set performance criteria should lead to the allocation of appropriate rewards to concerned employees"*.	Appropriate reward to employee	RB14
	3*"For PM to be more effective and achieve its aim, it must be in alignment and in conformity with the organisational goals and vision of the workplace, and each division, department, team and individual goals must be drawn from the company's goal. If there is lack of alignment and the goals are not united to achieve organisation-wide goals, then the goals and targets of the organisation and that is not what PM is designed for.*	Alignment/ conformity with organisational goals	RC5
	4*"You cannot give what you don't have, it is only from the reservoir of knowledge that one has regarding a job that will*	Knowledge of Appraiser	

			RB3
	determine if one will function well or not, and that applies to PM, if PM must be very successful, then the appraiser must be knowledgeable about the process from the beginning to the end, and be able to apply the knowledge that they have gotten to the real life situations. Without adequate knowledge of the implementation from either the rater or ratee, the PM process will not be successful."		