

## **Effect of Performance Management on Employee Engagement in Nigerian National Petroleum Corporation (NNPC)**

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### **Abstract**

This paper examines the effect of performance management on employee engagement in Nigerian National Petroleum Corporation (NNPC). A survey research design was employed with a population of 6621 staff of NNPC as of April 2020. Both primary and secondary data were used; questionnaire copies were shared among samples of 377 respondents from NNPC and other subsidiaries and divisions. Data analysis was conducted using mean, standard deviation, and inferential statistics (ANOVA). Pearson's Product Moment Correlation Coefficient was used to test hypothesis with the help of SPSS version 20, which addresses the extent of the relationship between the variables under consideration. This study pointed out various proxies of performance management systems notably, objective setting, amendment of objectives, feedback result, reward system, and measurement of performance. The findings showed that performance management has a statistically significant impact on employee engagement. Therefore, the study concludes that objective setting, amendment of objective, on employee engagement in Nigerian National Petroleum Corporation (NNPC). The researcher recommended that the organization should set clear and realistic objectives as well as provide the tools and resources needed to realize such objectives; there should be more straightforwardness about the amendment of objectives in the organization. The organization should give a just and fair reward system and link such to the results of the performance evaluation; management of the organization should as a matter of necessity review employees' work; and finally, the Nigerian National Petroleum Corporation (NNPC) should measure staff performance both quarterly and annually in order to improve employee engagement.

**Keywords:** *Performance Management, Employee Engagement, Nigerian National Petroleum Corporation (NNPC)*

## Introduction

Organizations do try to have reasonable goals and strive to achieve them methodically and effectively. Organizations ideally should monitor, enable, and use their resources to achieve their optimal performance (Shrouf et al., 2020). Performance management is likewise a cycle that includes multiple aggregate exercises that add to the feasible management of each engaged employee and team to achieve a competent, significant level of performance (Rahman et al., 2021; Younis et al., 2020).

Aguinis & Burgi-Tian (2021) also described some of the unique essential parts of managing performance, as it manages the way of evaluating individual employee and team performance, tailoring the work role with an organizational approach, and regularly criticizing the exercises. Performance management is a consistent cycle of estimating, generating, and investigating the performance of employees and groups, and tailoring the performance of workers to the essential goals of the organization (DeNisi & Murphy, 2017). However, emphasis on employee engagement in the process of performance management may increase performance in the organization (Abdalla, Ameen & Allefaa, 2021; Eljali, Ameen & Isaac, 2020).

### *Statement of the Problem*

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

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

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

employees on why PMS is needed in the organization and why each engaged employee will make the organization grow.

### *Objectives of the Study*

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

- i. To determine the effect of objective setting on employee engagement in Nigerian National Petroleum Corporation
- ii. To examine the effect of the amendment to the objective on employee engagement in Nigerian National Petroleum Corporation

### *Research Questions*

The work is supported by the following study questions:

- i. Is there any effect of objective setting on employee engagement in Nigerian National Petroleum Corporation?
- ii. To what extent does amendment to objective affects employee engagement in Nigerian National Petroleum Corporation?

### *Research Hypotheses*

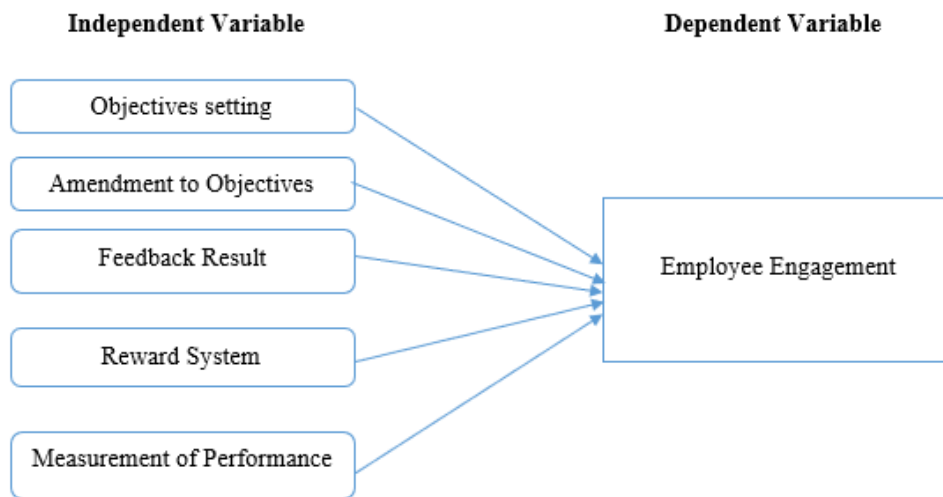
The null hypotheses are characteristic arithmetic theories and were developed by asking a question, then rephrasing that question in a form that assumes no relationship between the variables. Simply, suggesting an idea that an action or behavior has no consequence. The work is guided by the following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

- HO1: Objective setting does not have significant relationship with employee engagement in Nigerian National Petroleum Corporation.
- HO2: Amendment to objectives does not have significant relationship with employee engagement in Nigerian National Petroleum Corporation.

## **Literature Review**

### *Conceptual Review*

The conceptual structure is an attempt to develop the relationship between the independent variable and dependent variable. The independent variable is Performance Management System (objective setting, amendment to objective, feedback result, reward system, and measurement of performance), while the dependent variable is Employee Engagement as appeared in figure 1 below (Abbasi & Chishty, 2020; Abdalla, Ameen & Allefaa, 2021; Krishnamacharyulu et al., 2021).



**Figure 1: Author's Conceptual Framework, 2021**

### *Concept of Performance Management System (PMS)*

Conceptually speaking, there is no generally accepted definition of performance (Abane & Brenya, 2021). This resulted in different definitions of performance from various studies. Tamba & Riyanto (2020) see performance as associated with quantity and quality of productivity, nature of effectiveness, and appearance on the efficacy and accomplished work. Fitriati, Purwana & Buchdadi (2020) notes that different components of the performance of employees such as duties designed for performance, attendance of work, and organization could serve as an assessment instrument.

However, Armstrong (2018) described Performance Management as a concept in the area of human resource management which practitioners and researchers defined in different ways. It is a systematic procedure to enhance the performance of the organization through individual or team performance. He added that it is a way of obtaining efficient results by managing and understanding performance within an accepted arrangement of designed objectives, competency, and standards requirements. This definition depicts performance management as a strategy that aligns individual goal to the goal of the organization and hence urges individuals to keep up with the organizational value.

### *Components of Performance Management System*

*Objectives Setting:* The significance of the objective is appropriately described by Austin & Gregory (2020) as managing the strategy to follow who wins. Manager's concern is to put resources together to accomplish the company's objectives and also allow workers to portray their objectives in line with the organization's success. The goal and target settings, identification of training goals, the improvement of individual profession plans, and talent direction are performance management practices that supplement each other as frameworks to help workers to attain their career and performance objectives (Austin & Gregory, 2020).

*Amendment to Objective:* One of the central points of view to attain business goals is to understand the steps needed to monitor and attain such goals. Among these steps, is to ensure that members of the company should have a reasonable knowledge of the objectives and goals

to be accomplished. Laurin (2016) is of the opinion that workers follow their objectives to clearly identify how they will add to the progress of the company. Having done that, it would avoid future amendments to the goals to be practice.

### *Empirical Review*

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

Odoyo *et al.* (2016) examined the effect of workers' commitment on the organization's performance in the Kenyan plant region. A cross-sectional study research plan and a different control system were utilized for the evaluation. The reviews were utilized as an apparatus for choosing data. Inferential statistics were utilized in testing the association that existed between the variables considered. The results of the study revealed that employee involvement is essential.

Pradhan & Jena (2017) described performance management as an empowering agent to achieve hierarchical goals and objectives that require different periods of the performance management system to enable employees and organizations to consistently improve results. It requires that power management cannot function as an interaction at the start and the end; rather, power control is perceived and functions as a continuous cycle, with each area addressing a significant incentive for the next area to operate viably.

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

Kompasso & Sridevi (2020) studied "Worker Commitment: key of improving performance" among employees in India. It was uncovered that Representative commitment is a more grounded marker of positive various leveled performance like higher specialist support, proficiency, profitability, improvement, and purchaser unwaveringness.

### *Gap Identified in Literature*

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

## Research Methodology

### Research Design

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

### Population and Sample Size

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

**Table 1: NNPC Staff Population by Divisions and Business Units**

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

Source: Eboh (2020)

To obtain sample size from the population, Taro Yamane formula was used (Yamane, 1973).

The formula is as follows:

$$n = N / (1 + N(e)^2)$$

So,

n = sample size

N = a population size

e = precision level (A 5% precision level or 95% level of confidence, was assumed)

1 = unchanged

The below variables were adopted in evaluating the sample size:

Confidence interval = 95 %

e = Margin of error = 0.05

Substituting into the Yamane's formula,

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

$$n = 6621 / (1 + 6621(0.0025))$$

$$n = 6621 / (1 + 16.55)$$

$$n = 6621 / 17.55$$

$$= 377.27$$

$$N = 377$$

### *Sources and Methods of Data Collection*

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

### *Validity and Reliability*

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

Reliability is focused on accuracy and precision. It is the extent to which a tool evaluates the same way each time it is utilized under a similar situation with the same subjects. For a reliable research instrument, respondents should yield the same results. To cut it short, it is the repeatability of measurement. In this study, the researcher adopted Cronbach’s alpha ( $\alpha$ ) in order to test the reliability of the research instruments, which simplifies the degree to which a set of test items can be treated as measuring a sole latent variable (Bujang et al., 2018). The 0.70 recommended value was utilized. Cronbach’s alpha in an overall form of the Kunder-Richardson (K-R) formulas which was adopted to access internal consistency of an instrument based on split-half reliabilities of data from any reasonable halves of the instrument. It further minimizes the time needed to calculate a reliability coefficient in other techniques (Taber, 2018).

The Kunder-Richardson (K-R) is founded on the following formula:

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

KR = Reliability coefficient of internal consistency

K = Number of items used to measure the concept

S = Variance of all scores

s<sup>2</sup> = Variance of individual items

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

*Method of Data Analysis*

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

*Model Specification*

The model used in establishing the relationship between the variables us as follows:

$$Y = f(X_1, X_2, X_3, X_4, X_5) \text{----- (1)}$$

The econometric model is given as the following:

$$Y = \alpha_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \beta_5 X_5 + \mu_i \text{ equation..... (2)}$$

Y= Dependent variable



X1-X5= independent variables

Where,

Y = Employee Engagement

X1 = Objective setting

X2 = Amendment of Objective

X3 = Feedback Result

X4 = Reward System

X5 = Measurement of Performance

$\alpha$  = intercept (mediating variable: Leadership/Management Style)

$B1 - \beta5$  = slopes of the independent variables (Performance management System)

$\mu_i$  = Random error

## Results

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

### Overview of Data Collection

**Table 2: Demographic Characteristics of Respondents**

Variable Name	Group	Frequency	Percentage (%)
<b>Gender</b>	Male	253	70.7
	Female	105	29.3
	<b>Total</b>	<b>358</b>	<b>100.0</b>
<b>Age</b>	Less than Thirty years	95	26.5
	Thirty one to Fourty years	99	27.7
	Forty one to fifty years	115	32.1
	Fifty-one and above	49	13.7

	<b>Total</b>	<b>358</b>	<b>100</b>
<b>Marital Status</b>	Married	278	77.7
	Single	71	19.8
	Divorced/Separated	9	2.5
<b>Year of Experience</b>	Less than ten years	44	12.3
	Between 10 and 15 years	151	42.2
	Between 16 and 20 years	108	30.2
	Between 21 and 28 years	25	7.0
	29 years and above	30	8.3
	<b>Total</b>	<b>358</b>	<b>100.0</b>
<b>Level of Education</b>	Secondary	11	3.1
	Post - Secondary	22	6.2
	University	249	69.5
	Other	76	21.2
	<b>Total</b>	<b>358</b>	<b>100.0</b>
<b>Cadre</b>	<b>Junior</b>	<b>30</b>	<b>8.3</b>
	<b>Senior</b>	<b>268</b>	<b>74.9</b>
	<b>Management</b>	<b>60</b>	<b>16.8</b>
	<b>Total</b>	<b>358</b>	<b>100.0</b>

Source: Field Survey

Table 2 above depicts that out of 358 respondents sampled for this research, 253 (70.7%) of the respondents were male while 105 (29.3%) were female. This signifies male respondents were with the majority sampled for this study. Also, the table reveals that out of 358 respondents sampled for this study, 95 (26.5%) of the respondents were less than thirty years of age, 99 (27.7%) of them were between thirty-one and forty years, 115 (32.1%) respondents were between forty-one and fifty years. Fifty-one years and above respondents were 49 (13.7%). This implies that many of the respondents sampled for this work were between forty-one and fifty years of age.

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

that the majority of the respondents sampled were between ten to fifteen years of working experience.

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

### *Descriptive Statistics*

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

*Research Question One:* Is there any influence of objectives setting on employees' engagement in the Nigerian National Petroleum Corporation (NNPC)?

**Table 3: Descriptive Statistics in the Influence of Objectives Setting on Employees' Engagement in the NNPC**

<b>Objectives Settings on Employees' Engagement</b>	<b>Mean</b>	<b>Std. D</b>
Based on objectives set, different units hold their performance meeting	4.15	.76
Having set the objectives, employees are encouraged to focus on relevant areas	4.05	1.04
Employees engaged their workforce in alignment with their goals and objectives	3.98	.75
When setting objectives, Organization's attempt to include employees to have a sense of togetherness with management	3.77	.75
<b>Grand Mean</b>	<b>3.99</b>	<b>1.67</b>
<b>Remarks</b>	<b>Agreed</b>	

*Source: Field Survey*

In table 3, different questions were raised on the influence of objectives setting on employees' engagement in the NNPC. The mean of 4.15 signifies that based on objectives set, different units hold their performance meeting, 4.05 mean value indicated that having set the objectives, employees are encouraged to focus on relevant areas. Also accepted mean of 3.98

indicated that employees engaged their workforce in alignment with their goals and objectives. The agreed mean of 3.77 signifies that when setting objectives, the organization attempt to include employees to have a sense of togetherness with management. Therefore, all the statements on the influence of objectives setting on employees' engagement were agreed upon given the grand mean score of 3.99. Thus, there is an influence of objectives setting on employees' engagement in the Nigerian National Petroleum Corporation (NNPC).

*Research Question Two:* To what extent does amendment to objectives on employees' engagement in the Nigerian National Petroleum Corporation (NNPC)?

**Table 4: Descriptive Statistics of Effect of Amendment Objectives on Employees' Engagement in the NNPC**

<b>Amendment of Objectives on Employees' Engagement</b>	<b>Mean</b>	<b>Std. D</b>
Amendment of objectives allows employees to learn a new skill and utilize their idea in a manner that ultimately benefits the company	4.46	.93
Monitoring and evaluation is carried out intermittently by the organization	4.45	.80
Unattained objectives are amended for future implementation	4.96	1.08
There are reasons to believe that some set objectives are unattainable	4.85	1.23
<b>Grand Mean</b>	<b>4.68</b>	<b>2.29</b>
<b>Remark:</b>	<b>Agreed</b>	

*Source: Field Survey*

In table 4 above, questions were raised on the effect of amendment objectives on employees' engagement in NNPC. The value of the agreed mean of 4.46 indicates that amendment of objectives allows employees to learn a new skill and utilize their idea in a manner that ultimately benefits the company, 4.45 mean value implies that monitoring and evaluation are carried out intermittently by the organization, also mean value of 4.96 simplifies that unattained objectives are amended for future implementation while 4.85 mean noted that there are reasons to believe that some set objectives are unattainable. Therefore, all the statements on the effect of amendment objectives on employees' engagement were agreed upon given the grand mean score of 4.68 Thus, there is an influence of amendment objectives on employees' engagement in the Nigerian National Petroleum Corporation (NNPC).

### *Research Hypotheses*

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

*Hypothesis One:* There is no significant effect of objectives setting on employees' engagement in the Nigerian National Petroleum Corporation (NNPC).

**Table 5: Summary of Pearson Product Moment Correlation (PPMC) between Influence of Objectives Setting and Employee's Engagement in NNPC**

Variables		Objectives Setting	Employees' Engagement
Objectives Setting	Pearson Correlation	1	.692
	Sig. (2-tailed)		.000
	N	358	358
Employees' Engagement	Pearson Correlation	.692	1
	Sig. (2-tailed)	.000	
	N	358	358

Significance at  $p < 0.05$

Table 5 shows the Pearson 'r' 0.692 gotten with a p-value of .000 computed at 0.05 alpha level. Since the p-value of .000 is less than 0.05 level of significance, the null hypothesis one is not retained. Therefore, there is a statistically significant effect of objectives setting on employees' engagement in the Nigerian National Petroleum Corporation (NNPC) (Pearson {358} = .692,  $p < 0.05$ ). Thus, objectives setting had a positive effect on employees' engagement in the Nigerian National Petroleum Corporation (NNPC).

**Table 6: ANOVA<sup>a</sup>**

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	561018.137	3	187006.046	827.508	.000 <sup>b</sup>
	Residual	77965.393	345	225.987		
	Total	638983.530	348			

a. Dependent Variable: Objectives Setting

b. Predictor: Employees' Engagement

Table 6 presents the analysis of variance (ANOVA) for the model. F-statistic is shown with a value of 827.508 and probability value 0.000 indicating the reported F-statistic is significant. This implies that the overall model is significant. In other words, objectives setting have a significant impact on employees' engagement in the Nigerian National Petroleum Corporation (NNPC).

*Hypothesis Two:* Amendment to objectives does not have significant effect on employees' engagement in the Nigerian National Petroleum Corporation (NNPC).

**Table 7: Summary of Pearson Product Moment Correlation (PPMC) between Influence of Amendment to Objectives and Employee's Engagement in NNPC**

		Employees' Engagement	Objective Amendment
Employee's Engagement	Pearson Correlation	1	.764
	Sig. (2-tailed)		.000
	N	358	358
Amendment Objectives	Pearson Correlation	.764	1
	Sig. (2-tailed)	.000	
	N	358	358

\*Significance at  $p < 0.05$

Table 7 presents the Pearson 'r' .764 gotten with a p-value of .000 computed at 0.05 alpha level. Since the p-value of .764 is less than 0.05 level of significance, null hypothesis two is not retained. Therefore, there is a statistically significant effect of amendment objectives on employees' engagement in the Nigerian National Petroleum Corporation (NNPC) (Pearson {358} = .764,  $p < 0.05$ ). This indicates that amendment objectives had a high positive (0.764) effect on employees' engagement in the Nigerian National Petroleum Corporation (NNPC).

**Table 8: ANOVA<sup>b</sup>**

	<b>Model</b>	<b>Sum of Squares</b>	<b>df</b>	<b>Mean Square</b>	<b>F</b>	<b>Sig.</b>
	Regression	212.275	4	53.069	69.472	.000 <sup>b</sup>
	Residual	247.500	324	0.764		
	Total	459.775	328			

a. *Dependent Variable: Amendment Objectives*

b. *Predictor: Employees' Engagement*

Table 8 presents the analysis of variance (ANOVA) for the model. F-statistic is shown with a value of 69.472 and probability value 0.000 indicating the reported F-statistic is significant. This implies that the overall model is significant. In other words, amendment objectives have a significant impact on employees' engagement in the Nigerian National Petroleum Corporation (NNPC).

## Discussion

The outcome of the analysis on the research question, research objective; and hypothesis one respectively, indicated that objective setting has a significant association with employee engagement. That is, the avenue for an employee to be able to understand organizational goals and understand areas in which they fell short to achieve the goals is by setting objectives. However, it was observed that the relationship between objective setting and employee engagement is positive as agreed in tables 3 and 5 above. Interestingly, this result could be linked with the submissions of Rahman et al. (2021) who state that the centrepiece of performance management is through the alignment of individual goals with organizational goals. This emphasizes that aligning company goals with the performance of workers not only ensures the achievement of organizational goals but also the improvement of the employee.

Also, from the result of analysis on the research question, objective; and hypothesis two respectively, an amendment to objectives has a significant relationship with employee engagement in Nigeria National Petroleum Corporation (NNPC) as noted in table 4.3 and 4.8 above. When organizational needs are not being satisfied or the organization's goals and objectives are not being met, an amendment to the objective is therefore required to close these gaps. This finding is in accordance with the view of Amjad et al. (2021) that amendments of objectives are useful for the communication of performance intent of the employee.

## Conclusion

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

To agree with the objective, research question, and hypothesis one on the impact of objective setting on employees' engagement in Nigerian National Petroleum Corporation (NNPC), the research concludes that, the objective setting has a significant relationship with employee engagement. Relatedly, Findlay, Lindsay & Roy (2021) states that even though an employee's work objectives should facilitate huge-level organizational goals, an individual's advancement desires can also be encouraged when initiating objectives.

On the impact of amendment of objective on employee engagement which was the variable in an objective, research question and hypothesis two, it is thus concluded that amendment of objectives is significantly to enhance employees' engagement through its efficient objective attainment. Considering the discoveries of the above findings, the investigation consequently proposes the following recommendations:

- i. The organization should set clear and realistic objectives as well as provide the tools and resources needed to realize such objectives. Thus, the realistic objective setting shows employees what they need to focus on and helps them to set priorities and well engage in their task.
- ii. It is recommended that there should be more straightforwardness about the amendment of objectives in the organization. Thus, it is encouraged that organizations should redefine and amend their objectives in accordance with changing situation of the organization.

## Conflict of Interest

The authors declare that they have no conflict of interest.

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