

# EFFECT OF PERFORMANCE MANAGEMENT ON EMPLOYEES' PRODUCTIVITY IN SUBSIDIARIES OF NIGERIAN NATIONAL PETROLEUM COMPANY LIMITED

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## Abstract

*This study examined the effect of effect of performance management on employees' productivity in subsidiaries of Nigerian National Petroleum Company Limited. Performance management was measured using goal setting and training & development. Survey research design was adopted; the sample size of three hundred and seventy-one (371) was used in the study. The hypothesis of the study was tested using Partial Least Squares Structural Equation Modelling; the result revealed that goal setting has positive and significant effect on employee's productivity, training and development also has positive and significant effect on employees' productivity in subsidiaries of Nigerian National Petroleum Company Limited. The study recommended that National Petroleum Company Limited should continue establishing regular performance reviews or check-ins that allow employees to discuss progress towards their goals. This fosters accountability and provides opportunities for feedback and adjustment. They should train their employees for continuous improvement through workshops and seminars; they should also introduce career progression paths and support programs such as mentorship, certifications, and long-term employee growth.*

**Keywords:** Goal setting, Employee productivity, NNPC, Training and development, Performance management

## INTRODUCTION

Globally, organizations depend on employees for profitability as they actively seek more effective ways to enhance their skills, the successes of every organization depend holistically on the quality and dispositions of its employee's productivity, and to a large extent on how they are managed and utilized (Ishiwu et al., 2024).

Employees' productivity entails the ability of an employee to create quality outputs with the available inputs. Employee productivity is vital to an organization due to its significant factor in achieving organizational success, driving performance, competitiveness, and profitability. In Nigeria, the landscape of employee productivity is influenced by both global trends and local conditions (Ogunyomi & Ojo, 2022). Global trends Influencing employee productivity includes remote and hybrid work models, also digital transformation and automation, reshaping how tasks are performed globally. In response to these trends, Nigerian organizations are beginning to align their workplace policies with international standards. Additionally, the global trend toward continuous learning has prompted many Nigerian employers to offer training and upskilling opportunities to improve employee productivity. However, this gains in the form of employees' productivity are essential towards overall performance of the firms and hence the need to manage such performance.

Performance management plays a critical role in enhancing employee productivity by setting clear goals, providing regular feedback, and aligning individual efforts with organizational objectives. Through continuous assessment and development, performance management helps identify strengths and areas for improvement, thereby motivating employees to perform more efficiently (Adebayo & Musa, 2023). Performance management in the modern workplace is no longer an alternative activity for management but a necessity, because it ensures continuous improvement, aligns individual goals with organizational objectives, and enhances accountability and productivity. It becomes imperative for managers of organizations to adopt robust performance management system to remain competitive. Adopting a robust performance management system is essential for managers because it enables them to monitor employee performance, identify skill gaps, drive motivation, and improve overall efficiency (Philemon & Ejiro, 2025). According to Ishiwu et al. (2024) and Adamu et al. (2020) the key dimensions to performance management are goal setting and training and development, as such this study focused on these dimensions and how it influences employee productivity.

One of the primary practical issues with goal setting is goal ambiguity. In many organizations, goals are either vague or poorly communicated, leading to confusion about priorities and expectations, which ultimately affects employee productivity (Tardi, 2023). Another issue is goal conflict, which arises when individuals or teams are given multiple, competing objectives, causing resource allocation challenges and a lack of focus on the most critical tasks (Bersin, 2022). Furthermore, the pressure of unrealistic goals can result in burnout and reduced motivation; when goals are perceived as unattainable; they can demotivate employees rather than inspire them. Additionally, a lack of monitoring and feedback remains a major challenge. Although goal-setting emphasizes progress tracking, many organizations fail to provide timely, constructive feedback, making it difficult for employees to adjust and stay aligned with objectives (Gallup, 2023).

Training and development are vital for enhancing employee skills and productivity. However, several practical issues continue to hinder their effectiveness. One major challenge is the lack of proper needs assessment. According to the Association for Talent Development (ATD), 38% of organizations in 2022 did not systematically identify training gaps, resulting in irrelevant programs (ATD, 2022). Budget constraints also pose a significant limitation; for example, Training Magazine (2022) reported a decline in U.S. training expenditures to \$82.5 billion, highlighting financial limitations that are even more acute in developing countries. Employee engagement remains low, as shown in a 2023 Gallup study where only 36% of employees felt they were learning new skills at work, suggesting a disconnect between training initiatives and actual employee development needs (Gallup, 2023).

Furthermore, many organizations fail to evaluate training outcomes effectively. The Chartered Institute of Personnel and Development (CIPD, 2021) found that only 24% of companies assessed the business impact of their training efforts. Employees also often struggle to participate in training due to heavy workloads. A 2021 Deloitte Human Capital Trends report indicated that 55% of employees cited lack of time as the primary barrier to training participation, resulting in underutilized learning resources (Deloitte, 2021).

Organization struggle to ensure that employees productivity is at the peak to ensure the organization meets its goals, there are strategies such as goal setting and training & development of employees are considered issues that stimulates employees productivity are put in place. Examples of the goal setting strategies done in the NNPC to stimulate employees productivity includes, the use of SMART goals framework to ensure that employee objectives are clear, measurable, and aligned with the company's strategic direction. The organization sets performance-based Key Performance Indicators (KPIs) to guide employee efforts and track productivity effectively. Through Management by Objectives (MBO), NNPC involves employees in setting their own goals, thereby increasing ownership and commitment. Furthermore, the NNPC enhances employee productivity through continuous professional development programs such as workshops, seminars, and technical training aimed at updating employees' skills and industry knowledge. These initiatives ensure that staff remain competent and capable in their respective roles. Also Mentorship and coaching programs are used to support less-experienced employees through guidance from senior staff, promoting knowledge transfer and capacity building within the company. This study seeks to evaluate if these performance management strategies adopted by NNPC affects employees' productivity.

Several studies have conducted on the effect of performance management on employee's productivity, however, some focused on other countries such as Ngendo and Bula (2023) in Kenya, Akanm et al. (2025) in Malaysia. Others focused on different organization like Philemon and Ejiro (2025) focused on Hotels in Kogi State, Ishiwu et al. (2024) on selected ministries in Enugu while Adamu et al. (2020) focused on manufacturing companies in Lagos and as such their findings may not be applicable to NNPC, due to differences in industry operations and organizational structure. Thus, this study fills in this gap by focusing on the Nigerian National Petroleum Company Limited.

The main objective of the study is to examine effect of performance management on employees' productivity in subsidiaries of Nigerian National Petroleum Company Limited. The specific objectives include investigating the effect of goal setting on employees' productivity in subsidiaries of Nigerian National Petroleum Company Limited; and to analyze the effect of training and development on employees' productivity in subsidiaries of Nigerian National Petroleum Company Limited.

## **LITERATURE REVIEW**

### **Performance Management**

Performance management is a conscious effort taken by organizations and its management to ensure continuous planning, monitoring, evaluating, so as to improve the performance of employees and by implication that of the organization (Philemon & Ejiro, 2025). Performance Management is a corporate management tool that helps managers monitor and evaluate employees' work. Performance Management (PM) is the process of ensuring that a set of activities and outputs meets an organization's goals effectively and efficiently. The performance management system is the entire strategy designed and carried out to improve the performance of an organization, including the performance of each individual and workgroup in the organization, (Utin & Yosepha, 2019). It is a systematic tool or process that helps managers regularly monitor and evaluate employee's work, aiming to create an environment where people can perform to the best of their abilities and align with the organization's overall goals (Carla, 2023).

The definitions provided rightly emphasize performance management as a continuous process of planning, monitoring, and evaluating employee performance to achieve organizational goals. Philemon and Ejiro (2025) highlight the strategic aspect, while Utin and Yosepha (2019) stress its broad organizational scope, including individuals and teams. Carla (2023) adds a human-centered perspective focused on creating an enabling work environment.

However, the definitions could be improved by including the role of employee engagement, development, and adaptability. They also overlook the influence of organizational culture and technology in enhancing performance systems. In my view, performance management should not only measure outcomes but also foster growth, motivation, and alignment with the organization's evolving needs.

Goal setting and training & development are key dimensions of performance management used in this study because they directly influence employee productivity. Goal setting aligns employee efforts with organizational objectives, while training & development equips staff with the skills needed to perform effectively. Studying these dimensions helps assess how structured targets and skill improvement impact overall productivity.

### **Goal Setting**

Goal setting is defined as a formal program of setting numerical or quantitative performance goals for individuals, groups and organizations, and all formal goal setting programs share the common objectives of increasing employee motivation and performance (Sides & Cuevas, 2020). Goal setting is seen as the process of planning and setting parameters for the accomplishment of clear, rational and challenging outcome statements that are specific, measurable, attainable, relevant and time bound to the overall mission or objectives of organizations, groups or individuals (Akinlabi et al., 2021). Goal setting refers to the process of setting specific, attainable targets for individuals or groups. It is a motivational technique that helps employees understand business goals and motivates them to rise. For goal-setting to be effective, it needs to be specific, measurable, achievable, realistic, and time-bound (Gandi, 2019). This approach is rooted in the S.M.A.R.T. criteria, which ensure clarity and feasibility while providing a roadmap for achieving success. Setting goals empowers employees to focus on what matters most, helps direct their efforts toward organizational objectives, and fosters a sense of accomplishment as they achieve milestones.

### **Training and Development**

Training and development is the systematic processes designed to enhance individual, team, and organizational capability through planned learning interventions. It represents a strategic investment in human capital that fosters knowledge acquisition, skill development, and behavioral modification aligned with organizational goals and individual career aspirations (Garavan et al., 2021). According to Noe and Kodwani (2023) Training and development is a comprehensive framework of structured learning experiences that enable employees to acquire competencies essential for current and future job performance. It integrates theoretical knowledge with practical application, facilitating continuous professional growth and adaptability to evolving workplace demands. Similarly, training and development refers to the orchestrated set of formal and informal learning opportunities designed to close performance gaps while simultaneously building capacity for future organizational needs. It represents a dynamic system that not only transfers knowledge but fosters critical thinking, innovation, and adaptive expertise through experiential and collaborative learning approaches (Kraiger & Ford, 2020).

### **Employee Productivity**

Employee productivity is the evaluation of the value produced by each employee over a certain amount of time; it is defined as an assessment of the value generated by an individual employee within a specific time (Mallick, 2020). Amhana and Thomas (2024) asserted that employee productivity is often a measure of the level of efficiency of an employee in his ability to convert his time and effort into quality work. In other words, it is a measure of how much an employee can get done in each amount of time with a given number of resources for the task. According to Zistemo (2024) employee productivity can also be seen as the amount of work (or output) produced by an employee in a specific period. Employee productivity is a metric that is calculated based on the amount of output on a project versus the amount of time it takes. As stated by Personio (2024) employee productivity refers to the ability of employees to effectively and efficiently complete their job tasks to achieve the goals of the company.

### **Goal Setting and Employee Productivity**

Mbabazi and Ondego (2025) explored the effect of goal setting on employee productivity at World Vision International Rwanda (WVIR). Goal setting was measured using goal clarity and feedback. A descriptive research design combining both quantitative and qualitative methods was employed. The target population consisted of 136 employees; the study used census technique which entails using all the population as sample size. Inferential analysis was conducted using Pearson correlation coefficient. The findings revealed a significant effect of goal setting and employee productivity. This study was conducted in Rwanda within a different sector, which means that its findings may not be directly applicable or effective for making decisions in the study area of Nigeria. Therefore, there need of this new study in this context.

Nwabuatu (2025) conducted a study on the effect of goal setting on employee productivity in medium and large-scale organizations in Anambra State, Nigeria. Using a descriptive research design and a mixed-method approach. Through semi-structured interviews and formal questionnaires, primary data was gathered from 300 respondents across various sectors. Data was analysed using OLS of regression analysis to determine the relationships between the variables. Findings revealed that goal setting has a significant positive effect on employee productivity in Anambra state. The study employed OLS regression analysis, whereas the current study utilizes a different analytical tool, the PLS-SEM.

Khushk et al. (2024) examined the effect of goal setting on employee productivity in the banking sectors of Hyderabad, Pakistan. Data was collected using closed-ended Likert scale. Convenience sampling method was used, and 270 respondents participated in the survey. The data were analyzed multiple regression analysis. The findings revealed that goal setting has a significant positive effect on employee productivity in the banking sectors of Hyderabad, Pakistan. Since the study was carried out in a different country, its findings may not be directly applicable to the Nigerian economy, given potential differences in economic structures, institutional frameworks, and socio-cultural factors.



### **Training and Development and Employee Productivity**

A study conducted by Yahuza and Suleiman (2024) determined the effect of training and development on employee productivity in A.D. Rufa'i College of Education Misau and C.O.E Kangere. This study adopts Human capital and Herzberg two factor theories. The paper used quantitative research design; a questionnaire was designed using structured questions to collect primary data. Partial Least Square (PLS) were used to analyze the data. The findings of this research indicated that training and development has a significant effect on employee productivity. Since the study was carried out in a college of education, its findings may not be directly applicable to the NNPC, due to differences in industry operations and organizational structure.

Mwangi and Munyua (2023) assessed how training and development impact employee productivity in investment companies listed in Kenya. The research was conducted using a descriptive design, and the target population was made up of 72 participants, the study utilized the census sampling technique, with all 72 individuals participating. To gather primary data, questionnaires were distributed after being tested for reliability and validity. The data collected was analyzed using descriptive statistics such as standard deviation and means, Correlation coefficients were employed to assess the relationship between the variables in the study. It was discovered that training and development have a significant positive effect on employee productivity. While the previous study used Correlation coefficients, this present study adopts PLS-SEM, a distinct analytical tool approach that offers more robust insights into complex variable relationships.

Muogbo and Obananya (2022) examined the effect of training and development on employee productivity in First Registrar Nigeria. Data for the study was collected through primary sources that are from the questionnaire, in-depth interviews, and focus group discussions. Statistical software was used to check the level of impact staff development and training have on employee input or output in an organization. The study selected 8 first registrar companies in Nigeria. The questionnaire distributed among the respondents was 80 in number. Data were analyzed and discussed. The results show that training and development has a significant positive on employee productivity in First Registrar Limited Nigeria. However, the study faced a setback by employing a restricted sample size, which could hinder the ability to draw generalizations from the study's findings.

### **Goal Setting Theory (GST)**

The underpinning theory for this study is the goal-setting theory developed by Edward Locke in the year 1968, which states that goal setting is mostly linked to performance. The basic premise of the goal-setting theory is that a person's conscious intentions (goals) are the primary determinants of task-related motivation since goals direct our thoughts and actions' (Yurtkoru et al., 2017). The theory suggests that goals established by individual employee play a significant role in motivating him for increased productivity because employees focus on their goals. If the goals are not attained, they either improve their performance or modify the goals to make them more achievable (Locke, 1968). The theory has established the existing link between performance management and employee performance.

Hence, a good performance management system needs to be underpinned with the right objective setting and organisation structure. Individuals need to be clear on what the key results areas are for each position and what is expected of them. Steps need to be taken to ensure that strategic goals are cascaded down to an individual or team goals. Goal setting must also facilitate a bottom-up process, whereby individuals are allowed to agree with the goals through open dialogues and to formulate their own goals within the overall performance management framework (Locke & Latham, 2015). As employees diligently pursue set organizational goals, their effort will certainly lead to higher productivity, mainly if such goals are being achieved.

Goal Setting Theory addresses the variable of training and development by emphasizing the use of specific, challenging, and measurable goals to enhance learning outcomes and employee productivity. When employees undergo training with clear objectives, they are more focused and motivated to apply new skills, leading to increased productivity. The theory also highlights the importance of feedback and

goal commitment, which help employees stay on track during development programs and translate training into improved work efficiency and output.

## METHODOLOGY

This study employed the survey research design; the design involves studying a sample of the population once at a point in time for the purpose of drawing inference that will be generalized to the entire population of the study. The population of the study consists of two thousand one hundred and sixty-seven (2,167) employees under the five (5) subsidiaries of Nigerian National Petroleum Company Limited namely: NNPC Exploration & Production Ltd. (NEPL), NNPC Upstream Investment Management Services (NUIMS), NNPC Engineering & Technical Company Ltd. (NETCO), NNPC Trading Limited and NNPC Enserv Limited. The data of the staff were from the Human Resource Department of the various subsidiaries, the distribution of the staff across the various subsidiaries is displayed in Table 1:

**Table 1: Distribution of Staff Population of Various NNPC LTD Subsidiaries**

S/N	NNPC LTD Subsidiaries	Staff Strength
1	NNPC Exploration & Production Ltd. (NEPL)	1,113
2	NNPC Upstream Investment Management Services (NUIMS)	609
3	NNPC Engineering & Technical Company Ltd. (NETCO)	115
4	NNPC Trading Limited	144
5	NNPC Enserv Limited	186
	<b>TOTAL</b>	<b>2,167</b>

**Source: HR Department of the various NNPC LTD Subsidiaries (2025)**

The minimum sample size for this study were ascertained using the formula proposed by Taro Yamane for statistically attaining sample size from a given population (Yamane, 1967), which is 2,167 for this study. Calculations were made at 5% significance level as follows:

$$n = \frac{N}{1 + N(e)^2}$$

Where; n is sample size, N is the population size, e is the margin of error (5%, which is 0.05). Substituting in to the formula:

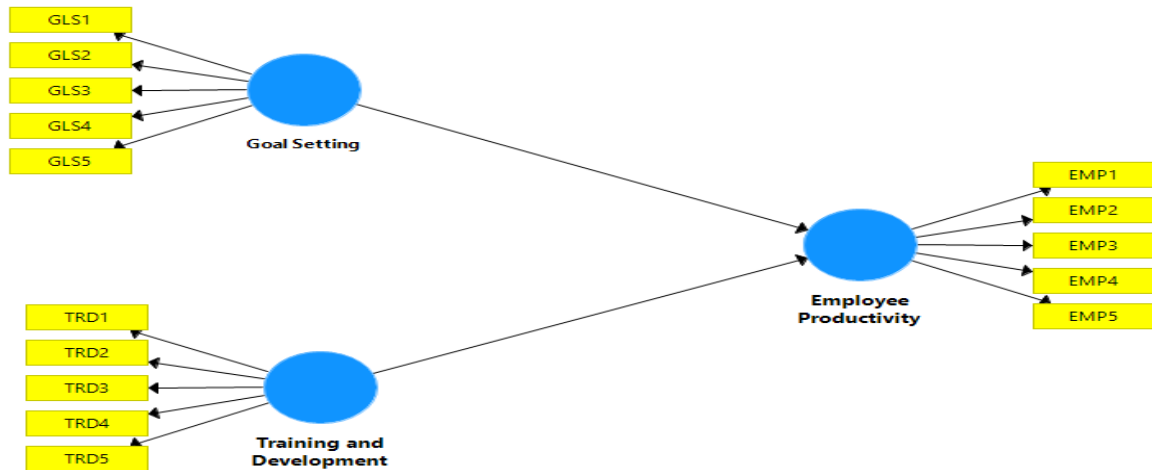
$$n = \frac{2167}{1 + 2167(0.05)^2}$$

$$n = \frac{2167}{6.4175} = 337.72$$

Rounding to the nearest whole number, the minimum sample size for the study was three hundred and thirty-eight (338). For the purpose of anticipated non-response, bias and non-return of questionnaire, the sample size were be increased by 10% were added to the minimum sample size given by the formula making it three hundred and seventy-one (371) as the sample size that was used this study. This takes care of other unavoidable errors such as incorrect filling and failure of some respondents to return the questionnaire according to (Israel, 2013).

Simple random sampling technique were used to select the respondent, this ensures that every member of the population has an equal chance of being selected, hence reducing the potential for selection bias and enhances the credibility of the research findings. Since each of members of the population has an equal chance being selected, this technique tends to produce a sample that is representative of the whole population, ensuring that the results can be generalized.

The Data was gathered from the respondents through a closed ended questionnaire structured on a five-point likert scale ranging from strongly agree to strongly disagree. The questionnaire constructs were adopted from various sources; for training and development it was adopted from the study of Mwangi and Munyua (2023); while goal setting, employee productivity from the study of Khushk et al. (2024) respectively. Partial least squares Structural equation model (PLS-SEM) was used to measure the relationship between the independent variable and the dependent variable, the model is represented as thus:



Source: SMART-PLS Output, 2025

Figure1: Model Specification

## RESULTS AND DISCUSSION

Out of the three hundred and seventy-one (371) distributed questionnaires, 356 were properly filled and returned giving a response rate of 96%. Subsequently, all further analyses were done using 356 responses data.

### Assessment of Measurement Model

In assessing the measurement model, the researcher began by assessing the item outer loadings. As a rule, loadings above 0.708 are recommended, as they indicate that the construct explains more than 50 percent of the indicator's variance, thus providing acceptable item reliability (Hair, et al., 2019). However, Hair, et al., (2019) posited that low but significant indicator loading of 0.50 can be included hence justifying why indicators with loadings less than 0.708 and above 0.50 were not deleted from the model as seen in figure 2

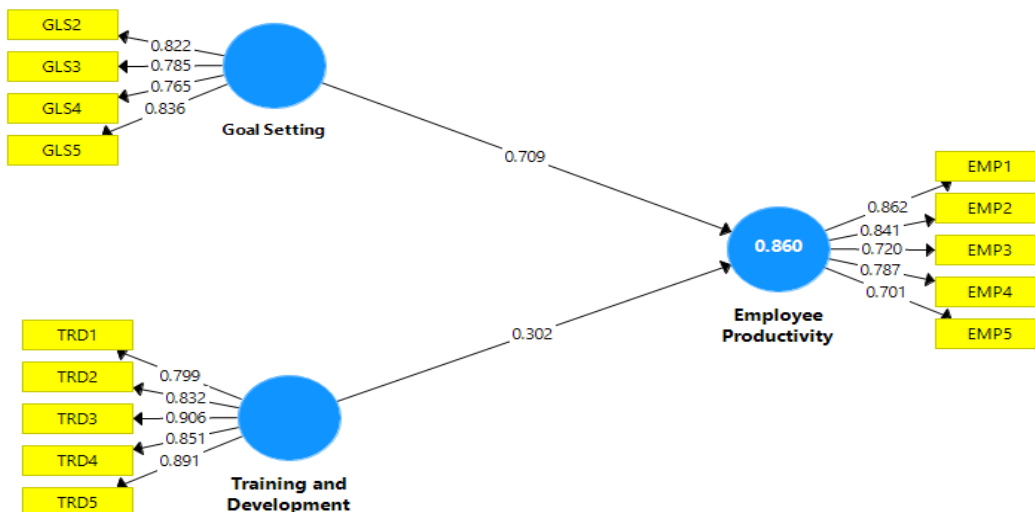


Fig 2: Indicator Loadings.

Source: SMART, PLS Output, 2025

Table 2: Reliability of study scale

S/N	Variables	Factor Loadings	Cronbach Alpha	Composite Reliability	Average Variance	No of Items
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						Extracted (AVE)	
1	Goal Setting (GLS)	GLS2	0.822	0.817	0.879	0.644	4
		GLS3	0.785				
		GLS4	0.765				
		GLS5	0.836				
2	Training and Development (TRD)	TRD1	0.799	0.909	0.932	0.734	5
		TRD2	0.832				
		TRD3	0.906				
		TRD4	0.851				
		TRD5	0.891				
3	Employees' Productivity (EMP)	EMP1	0.862	0.842	0.888	0.616	5
		EMP2	0.841				
		EMP3	0.720				
		EMP4	0.787				
		EMP5	0.701				

Source: SmartPLS Output, 2025

Composite reliability of Jöreskog's (1971) was applied to test for internal consistency of the study. All the values fall within the Hair, et al., (2019) rating of good consistency. The Cronbach alpha value was above 0.60 which is the minimum threshold as recommended by Sekaran (2010). To test for the convergent validity, the average variance extracted (AVE) was used. All the latent variables showed values greater than 0.50 which indicates that the constructs explain at least 50 percent of the variance of its items. According to Henseler, et al., (2015) the Fornell-Larcker criterion does not perform well when explaining discriminant validity, particularly when the indicator loadings on a construct differ only slightly. As a replacement, they proposed the Heterotrait-Monotrait (HTMT) ratio of the correlations which is the mean value of the item correlations across constructs relative to the (geometric) mean of the average correlations for the items measuring the same construct (Voorhees et al., 2016). Discriminant validity problems are present when HTMT values are high than 0.90 for structural models (Henseler, et al., 2015).

**Table 3: Heterotrait-Monotrait Ratio (HTMT)**

	Goal Setting	Training/ Development	Employees' Productivity
Goal Setting	1.000		
Training and Development	0.637	1.000	
Employees' Productivity	0.723	0.492	1.000

Source: SmartPLS Output, 2025

The variance inflation factor (VIF) was used to evaluate collinearity of the formative indicators. All the VIF values were less than 5 indicate the absence of critical collinearity issues among the indicators of formatively measured constructs (Hair, et al., 2019).

### Model Goodness of Fit (GoF)

Sequel to the need to validate the PLS model, there is a need to assess the goodness of fit of the model as Hair, et al. (2017) suggested. This study used the standardised root mean square residual's (SRMR). The choice of this index was based on the fact that the SRMR provides the absolute fit measure where a value of zero indicates a perfect fit. The study adopted Hu & Bentler (1998) suggestion that a value of less than 0.08 represents a good fit while applying SRMR for model goodness of fit. The study result indicates an SRMR value of 0.030. This indicates the model is fit.

### Assessing the Structural Model

Having satisfied the measurement model assessment, the next step in evaluating PLS-SEM results is to assess the structural model. Standard assessment criteria, which was considered include the path



coefficient, t-values, p-values and coefficient of determination ( $R^2$ ). The bootstrapping procedure was conducted using a resample of 5000.

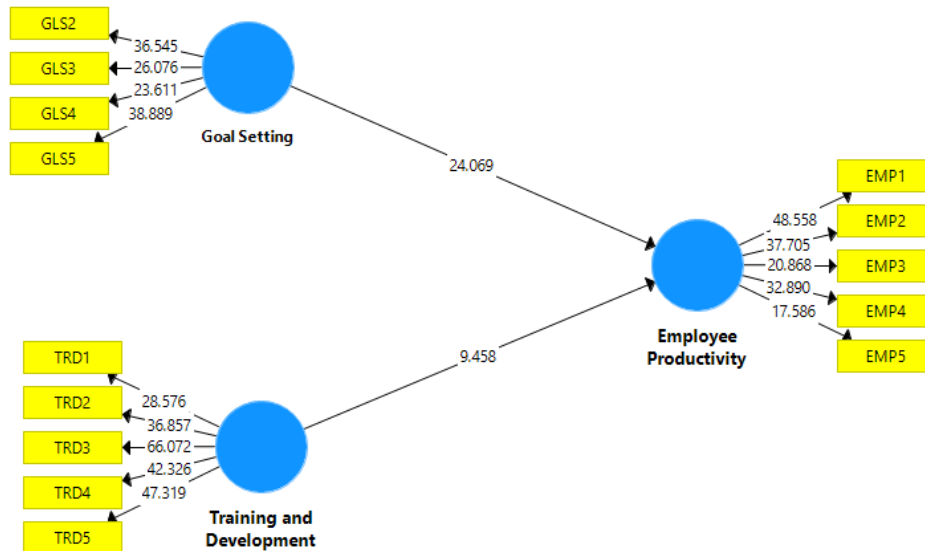


Fig. 3: Path Coefficients of the Regression Model.

Source: SMART, PLS Output, 2025

Table 4:  $R^2$  and predictive Relevance of the Model

	R Square	$Q^2$ (=1- SSE/SSO)	P val.
Employees' Productivity	0.860	0.855	

Source: SmartPLS Output, 2025

The R-square value stood at 86.0% indicating that performance management proxied by goal setting and training and development are responsible for 86% variation in the employees' productivity. The remaining variation could be explained by other factors not included in the study. Based on Hair, et al., (2019), the r-square is considered substantial. The result of the path analysis is presented in the table 5:

Table 5: Path Coefficients

Variable	Path Coefficient ***(Beta)	t-value	p-value	Findings
Goal Setting -> Employees' Productivity	0.709	24.069	0.000	Rejected
Training and Development -> Employees' Productivity	0.302	9.458	0.000	Rejected

Source: SmartPLS Output, 2025

The result from the analysis indicates that Goal Setting has positive and significant effect on employees' productivity in subsidiaries of Nigerian National Petroleum Company Limited. The decision was reached based on the t-value of 24.069 which is greater than 1.964 and a beta value of 0.709 with a p-value of 0.000. The positive effect implies that goal setting directly causes an increase in employee productivity, suggesting that when employees have clear objectives, they are likely to perform better. This finding is in agreement with that of Nwabuatu (2025) who found that goal setting has positive and significant effect on employee productivity in medium and large-scale organizations in Anambra State, Nigeria.

The result from the analysis indicates that training and development has positive and significant effect on employees' productivity in subsidiaries of Nigerian National Petroleum Company Limited. The decision was reached based on the t-value of 9.458 which is greater than 1.964 and a beta value of 0.302 with a p-value of 0.000. This implies that when employees receive effective training and opportunities for professional development, their productivity levels improve significantly. This means that

investments in employee development such as workshops, seminars, skill-building programs, and continuous learning contribute positively to their performance and efficiency at work. This finding agrees with that of Muogbo and Obananya (2022) who made similar findings that reward has positive and significant effect on employee productivity in First Registrar Nigeria.

## CONCLUSION AND RECOMMENDATIONS

The study concluded that performance management has significant effect on employees' productivity in subsidiaries of Nigerian National Petroleum Company Limited (NNPCL). Based on the study's findings, the study recommends that

- i. National Petroleum Company Limited should establish regular performance reviews or check-ins that allow employees to discuss progress towards their goals. This fosters accountability and provides opportunities for feedback and adjustment. Also, they should ensure that individual and team goals are aligned with the broader objectives of the organization. This alignment can enhance motivation and drive productivity.
- ii. National Petroleum Company Limited should train their employees to for continuous improvement through workshops, seminars, and internal knowledge transfer sessions. They should also introduce career progression paths and support programs such as mentorship, certifications, and sponsored professional courses to encourage long-term employee growth.

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## Appendix I: Research Questionnaire

**Instruction:** kindly tick ☒ the appropriate box for option which best address your answer

S/N	INDICATOR	Agreement scale				
	Goal Setting (GST)	5	4	3	2	1
1	The goals set for my role are clear and well-defined					
2	My goals are specific and measurable					
3	Setting goals helps me stay focused and productive at work					
4	I have necessary resources and support to achieve the organizational goals					
	<b>Training and Development (TND)</b>					
1	The organization uses up-to-date methods and materials for training delivery					
2	I have opportunities to apply new skills gained from development programs					
3	The organization provides regular training programs to enhance employee skill					
4	The organization provides clear development pathways for career advancement					
5	Training programs offered by my organization are relevant to my job responsibilities					
	<b>Employee Productivity (EMP)</b>					
1	I am able to meet my work deadlines consistently					
2	Employees work efficiently and minimize waste					

3	I take initiative to find ways to improve work processes and efficiency					
4	The quality of work produced by employees is high					
5	I am provided with the tools and resources needed to perform my tasks effectively					