MANAGEMENT BY OBJECTIVES AND EMPLOYEE PRODUCTIVITY OF OIL AND GAS INDUSTRY IN SOUTH-SOUTH, NIGERIA

Hamilton D. I.
Department of Management, Faculty of Management Sciences, Rivers State University, Port Harcourt, Nigeria

and

Nweye, P. A.
Department of Management, Faculty of Management Sciences, Rivers State University, Port Harcourt, Nigeria

ABSTRACT

This study investigated the relationship between Management by Objectives and Employee Productivity of oil and Gas Industry in South-South, Nigeria. The population of the study consisted of Twenty (20) Oil and Gas Industry in South-South, Nigeria from which the study elements of 140 managers was drawn. The hypotheses were tested using the Spearman's rank order correlation with the decision rule set at a $P < 0.05$ level of significance for the rejection of the null hypotheses. The study findings revealed that Management by Objectives is significantly associated with Employee Productivity, and that it contributes to enhancing measures such as Timeliness, Service Quality and Quality of work. Given this evidence, the null hypotheses are rejected as the results from the analysis indicate otherwise. The findings of the study suggest that the Employee Productivity within the selected Oil and Gas Industry can be considered as being explained by their objectives within the organization. It was therefore concluded that Management by Objectives contributes significantly towards Employee Productivity. As such the study recommended that Management by Objectives should be enforced by the management of Oil and gas industry to enable staff participate in organizational goal setting and understand areas of responsibility so as to further improve productivity in the organization.

Keywords: Management by objectives, Employee Productivity, Timeliness, Service Quality and Quality of work

INTRODUCTION

Oil and Gas Industry has a crucial role in the global economy. Many countries have measured the financial and non-financial performances of the Oil and Gas Industry, to enhance the performance of the sector to boost the world's economy. There is a need for the Oil and Gas Industry to measure their performance on how effectively they can achieve the objectives, in line with the shareholders' expectations for sustainable growth of both companies and the countries Pock et. al., (2014). Employee productivity is defined as an establishment of competence of a person or a group of people. It is also expressed as the determining factor of business' proceeds and development (Sheahan, 2017). Employee productivity is also a measure of employee efficiency covering the inputs and outputs (Gubler, Larkin & Pierce, 2017). Furthermore, employee productivity is described as the capacity of an employee to deliver high standard services while economizing the resources. It is also an element that directly dictates the corporation's gains (Sheahan, 2017).

Every organisation, including oil and Gas Industry, works in accordance with a set of specified objectives. Organisational objectives are the rationale for establishing a tourism organisation and the organisation is managed in line with the organisational objectives. Organisations are designed by people to push individuals in order to achieve their objectives individually. Hence, the organisations become the means of survival for the people. MBO is an approach that is established upon a goal setting philosophy and is sometimes used in non-profit and public sector organisations. MBO begins with establishing the organisational objectives and then stimulating those objectives within every level of the organisation with the purpose of achieving the set objectives (Fisher, 2009).

Management by Objectives is a technique credited to management guru Peter Cracker, to describe a method of performance management that is based on the setting of clear and measurable objectives, and the use of those objectives to evaluate and review performance. The principle behind Management by Objectives (MBO) is to make sure that everybody within the organization participate in goals setting, has a clear understanding of the aims, or objectives of that organization as well as awareness of their own roles and responsibilities in achieving those aims. The complete MBO system is to get managers and, empowered employees acting to implement and achieve their-plans, which automatically achieve those of the organization. Management by objective is not a moment, but a process that happens step by step to realize a performance appraisal successfully. In literature can be found different models to apply MBO, according to Weihrich (2000) MBO has probably survived as an effective managerial approach because it has changed, grown, and developed. Management by objective consists of four steps: goal setting, action planning, self- control and periodic reviews (Ingham, 2015), include three processes: object', formulation, execution process and performance feedback (Wu, 2005). As a combination of these 3 processes of Management by objective: goal setting, participation in decision making, and objective feedback have each been shown to increase productivity, (MBO) also should increase productivity (Rodgers & Hunter, 1991). Whereas, Weihrich (2000)" suggested that MBO model comprise seven elements: strategic planning and hierarchy of objects, setting objectives, planning for action, implementation of MBO, control and appraisal, subsystems organizational and management development. MBO process goes as under: Establish goals and desired outcomes for each subordinate, Setting performance standards, Comparison of actual goals with goals attained by the employee, Establish new goals and new strategies for goals not achieved in previous year (Dagar, 2014; Kutllovci, 2014). Management by objective is one type of management philosophy adopted to ensure that organizational programme objective or results are attainable. Peter Drucker (1954) defines management by objective as a dynamic system which seeks to integrate the company need to clarify and achieve its profit and growth goals with the manager's need to contribute and develop him. Management by objective is a management tool whereby managers and subordinates agree to organization's targets. In this case, personal goals are converted to organizational goal as the achievement of set targets is in itself motivating (Sadiya, 2019).

Employee productivity could include: quantity of output, Timeliness and Service quality (Bernardin, 2017). Employee productivity could be simply understood as the related activities expected of a worker and how well those activities were executed. Employee productivity is usually defined as the extent to which an' organizational member contributes to achieving the goals of the organization (Greenber'g, 2016). Mathias and John (2013) defined employee productivity as a measure of the quantity and quality of work done, considering the cost of the resources used. McNamara (2013) further states that, results are usually the final and specific outputs desired from the employee. This study therefore sought to fill this knowledge gap by exainining the relationship between Management by Objectives and Employee Productivity of Oil and Gas Industry in South-South, Nigeria.

Hence the objectives are as follows:

i. To determine the association between Management by objectives and Timeliness of oil and gas industry in South-South, Nigeria.
ii. To determine the association between Management by objectives and Service quality of oil and gas industry in South-South, Nigeria.
iii. To determine the association between Management by objectives and Quality of work of oil and gas industry in South-South, Nigeria.

The following research questions were posed to guide as follows:

i. What is the relationship between Management by objectives and Timeliness of oil and gas industry in South-South, Nigeria?
ii. What is the relationship between Management by objectives and Service quality of oil and gas industry in South-South, Nigeria?
iii. What is the relationship between Management by objectives and Quality of work of oil and gas industry in South-South, Nigeria?

Conceptual Framework

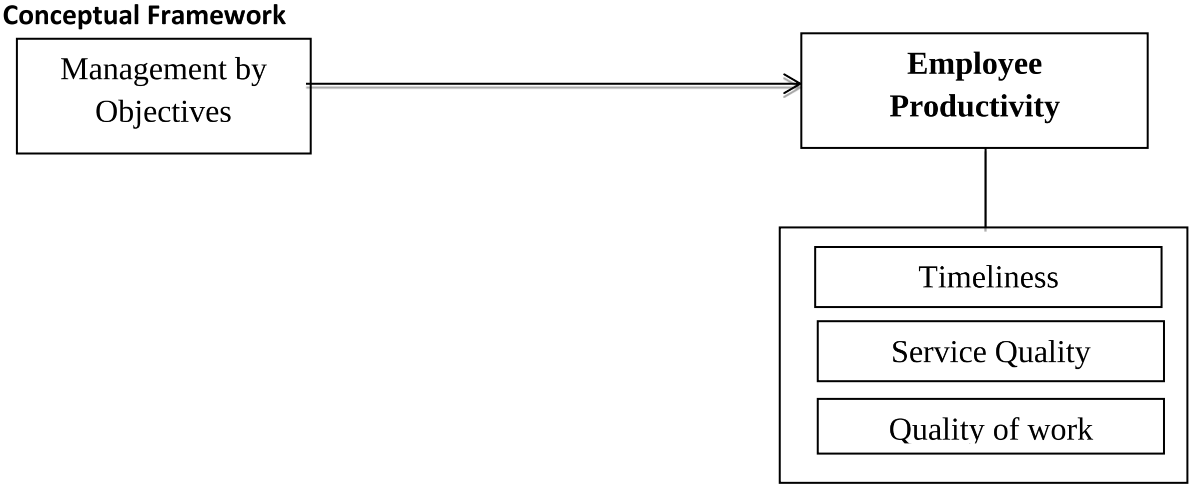

Figure 1: Relationship between Management by Objectives and Employee Productivity

Source: Desk Research

LITERATURE REVIEW

Theoretical Foundation

Resource-Based View

The theory was formulated and developed by Penrose (1959). The traditional models of this school of thought were developed in the year 1991 though its acknowledgement as the most capable school in explaining the role of organizational resources in performance is still among the leading in analyzing resource strategy (Barney et aL 2011). This school of thought identifies the important role played by internal resources within an enterprise in its quest to achieve a sustainable performance position in a given industry. The theory holds that organizations holding or controlling a certain resource can easily achieve and maintain a relative position as compared to the competitors provided they act rationally (Evers, 2011). Barney (1991), Resource Based Theory operates under the assumptions that the resource needed to design, select, and implement business strategies are heterogeneously distributed across firms and that these firm difference are stable over time. The main point of Resource Based Views are to identify the potential key resources of a company and to assess whether these resources are costly to copy, as these are the resources that potentially provide a suitable competitive advantage (Conner, 1991). Resource Based View helps managers of firms to understand why competences can be perceived as a firm's most important asset and at the same time, to appreciate how those assets can be used to improve business performance. RBV of the firm accepts that attributes related to the past experiences, organizational culture and competences are critical for the success of the firm. Resource Based View focuses on resources that cannot easily be purchased or transferred and that require superior knowledge expertise, and major changes in the organization in terms of processes or culture (Barney, 1991).

Management by objectives

Every organisation, including oil and Gas Industry, works in accordance with a set of specified objectives. Organisational objectives are the rationale for establishing a tourism organisation and the organisation is managed in line with the organisational objectives. Organisations are designed by people to push individuals in order to achieve their objectives individually. Hence, the organisations become the means of survival for the people. Management as a term does not enjoy a consensus definition from writers and scholars as the term has been approached from different standpoints. According to Drucker (1974), it is that managerial action having synergetic effect in which a productive entity is created, that turns out more than it receives as inputs. Ogunna (1999) in his own purview conceives management as the process of utilization of financial, material and manpower resources of an organization for the accomplishment of its set objective. In the words of Onwubiko and Kemjika (2014), management refers to those who are at the apex of the organization's hierarchy saddled with the responsibility of planning, staffing, organizing, directing and controlling on one hand, and those at the shop floor (workers) whose responsibility is to implement decisions made by those at the apex of the organization. Management by objectives (MBO) is a process of defining objectives within an organization so that management and employees agree to the objectives and understand what they need to do in the organization. The essence of MBO is participative goal setting, choosing course of actions and decision making. An important part of the management by objectives is the measurement and the comparison of the employee's actual performance with the standards set.

Employee Productivity

Productivity is the relationship between output of goods and services of workers of the organization and input of resources, human and non-human, used in the production process. In other words, productivity is the ratio of output to input. The higher the numerical value of this ratio, the greater the productivity (Onah, 2010). Productivity has been defined as the measure of how well resources are brought together in organization and utilization for accomplishment of a set result. It is reaching the highest level of productivity with the least expenditure of resources (Mali, 1978). Employee productivity was found to be a mediating variable influencing the relationship between employee loyalty and satisfaction. Yu and Park (2006) measured employee productivity in terms of sales per employee and value-added by per employee in the organisation. In nutshell, employee productivity is also significantly influenced by employee commitment, satisfaction (Adeina and Kassim, 2019), employee wellbeing (Sharma et al., 2016), and engagement (Lee et al., 2017).

Employee productivity is the driving force behind an organization's growth and profitability. Employee productivity is the relationship between output of goods and services of workers of the organization and input of resources, human and non-human, used in the production process. In other words, productivity is the ratio of output to input. The higher the numerical value of this ratio, the greater the productivity (Onah, 2010). Employee productivity has been defined as the measure of how well resources are brought together in organizations and utilization for accomplishment of a set result. It is reaching the highest level of productivity with the least expenditure of resources (Mali, 2008). According to Onah (2010), employee productivity is the relationship between output of goods and services and input of resources, human and non-human, used in the production process. In other words, productivity is the ratio of output to input. Employee productivity is a measurement or calculation between input and outputs. Inputs are the amount of resources such as human resource, money, time, physical, technological and effort spent working in the organization, while output is the result. If inputs are equivalent to the output, the worker is considered productive.

Measures of Employee productivity

Timeliness

Timeliness is recognized as an important component of work performance (Downs, 2008) Timeliness is a way of developing and using processes and tools for maximum efficiency, effectiveness, and productivity (Downs, 2008) It involves mastery of a set of skills like setting goals, planning and making decisions better. At the end we have better performance (Brogan, 2010). According to Thompson et al (2010), accurate and timely information about daily operations is essential if managers are to gauge how well the strategy execution process is proceeding. Timeliness can be attributed to the ratio of actual hours on the job to the total hours available. This ration is used as a primary indicator of the utilization of the total available employee hours (Eruteyan, 2018). Timeliness refers to the speed of numbers availability, whether for dissemination or for further processing, and it is measured with respect to the time lag between the end of the reference period and the release of numbers. Timeliness reflects the ability of the organization to produce a response within an allotted time determined by the task requirements.

Service quality

Today, with increased competition, service quality has become a popular area for academic studies and has been recognized as a competitive advantage and supportive relationship with satisfied customers (Zeithmal, 2000). Service quality is considered as an evaluation of the expected service and what is actually received (Saleem and Raja, 2014). Service quality is considered an important tool by companies to develop and maintain an ongoing relationship with customers (Yousuf, 2017). Service quality has numerous dimensions depending on the service industry in question. Service quality has been increasingly recognized as a critical factor in the success of any business (Parasuraman et al., 2010), and the organizations in this case in not exceptional (Hossain & Leo, 2019). Service quality has been widely used to evaluate the performance of Oil and Gas industry(Cowling & Newman, 2009). The Organizations understand that customers will be loyal if they are provided greater service than their competitors (Dawes & Swailes, 2019), and on other hand, Organization scan only earn high profits if they are able to position themselves better than competitor within specific market (Davies et al., 2015).

Service quality is considered an important tool for a firm's struggle to differentiate itself from its competitors (Ladhari, 2018). Service quality has received a great deal of attention from both academicians and practitioners (Negi, 2019) and service marketing literature defined service quality as the overall assessment of a service by the customer (Eshghi et *al.*, 2017). Services are performances and often they are performed in the presence of the customer. Services have a nature of varying from one firm to on other and from one situation to on other.

Quality of Work

Quality of work is a measure of Productivity and it is obtained by physically inspecting the products, collecting feedback from purchasers of products and services through survey, statistically sampling out products. Other methods of measuring quality of work include calculating percentage of product or work rejected and redone. Quality of work can also be measured by determining the reliability, compliance level, accuracy and judgment of experts (Lockwood and Ward, 2013). The term work quality refers to the positive and decent work outcome of an employee, work quality of an employee enables employee to enhance his or her job Productivity in the organization.

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From the foregoing point of view, we hereby hypothesized thus:

H_{o1}: There is no significant relationship between Management by Objectives and Timeliness of oil and Gas Industry of South-South, Nigeria.

H_{o2}: There is no significant relationship between Management by Objectives and Service Quality of oil and Gas Industry of South-South, Nigeria.

H_{o3}: There is no significant relationship between Management by Objectives and Quality of work of oil and Gas Industry of South-South, Nigeria.

METHODOLOGY

A cross-sectional survey method was very suitable for this study because it will provide a more insightful move towards comparison, considering that the research focus on more than one Oil and Gas. The population of the study consist of Twenty (20) Oil and Gas firms in South-South, Nigeria, were selected based on their years of operations; all have been in operation for at least twenty (20) years, and have their head offices in the South-South region. This figure (population size) was sourced from the respective

General manager, Health, Safety & Timeliness (HSE) Manager, administrative units, human resources unit, operations, security units, labour leaders, accounts unit departments of each of the firms. Spearman Rank Order Correlation Coefficient inferential statistical too was applied for data analysis and hypothesis testing with the help of the SPSS version 23 package.

DATA ANALYSIS AND RESULTS

Bivariate Analysis

Data analysis was carried out using the Spearman rank order correlation tool at a 95% confidence interval. Specifically, the tests cover a Ho_1 hypothesis that was bivariate and declared in the null form. We have based on the statistic of Spearman Rank (rho) to carry out the analysis. The level of significance 0.05 is adopted as a criterion for the probability of accepting the null hypothesis in ($p > 0.05$) or rejecting the null hypothesis in ($p < 0.05$).

Table 1: Correlations for Management by Objectives and Employee Productivity

			Management by objectives	Timeliness	Service Quality	Quality of work
Spearman's rho	Management by objectives	Correlation Coefficient	1.000	.832**	.920**	.741**
		Sig. (2-tailed)	.	.000	.000	.000
		N	137	137	137	137
	Timeliness	Correlation Coefficient	.832**	1.000	.934**	.910**
		Sig. (2-tailed)	.000	.	.000	.000
		N	137	137	137	137
	Service Quality	Correlation Coefficient	.920**	.934**	1.000	.869**
		Sig. (2-tailed)	.000	.000	.	.000
		N	137	137	137	137
	Quality of work	Correlation Coefficient	.741**	.910**	.869**	1.000
		Sig. (2-tailed)	.000	.000	.000	.
		N	137	137	137	137

**. Correlation is significant at the 0.01 level (2-tailed).

Source: SPSS Output version 23.0

The result for the test on the hypotheses for the relationship between Management by Objectives and the measures of Employee Productivity is revealed in table 1. The evidence indicates that there is a substantial relationship between Management by Objectives and the measures of Employee Productivity. The evidence indicates that Management by Objectives at a rho = .832 and $P < 0.05$ significantly impacts Timeliness; Management by Objectives at a rho = .920 and $P < 0.05$ significantly impacts Service Quality; and Management by Objectives at a rho = .741 and $P < 0.05$ significantly impacts on quality of work. The evidence supports significant associations between Management by objectives and all three measures of Employee Productivity, consequently, all the three null hypotheses are rejected.

DISCUSSION OF FINDINGS

In this section of the study, the results for the analysis on the distribution and relationship between the variables are discussed. The evidence from the study shows that the variables significantly characterize the Oil and Gas Industry as all variables and their corresponding dimensions and measures are observed to have strong levels of manifestations and incidence within the target Oil and Gas Industry. Furthermore, the results also show that organizational culture is a significant moderator of the relationship between Management by Objectives and Employee Productivity. This is based on the result of the test ($r = .924$) which reveal culture to significantly contribute towards enhancing the relationship between Management by Objectives and Employee Productivity. Each cluster of evidence is discussed accordingly: The evidence from the study support and corroborate the position of Brinsfield et al. (2009) as well as Van Dyne and Ellis (2009) who argued that Management by Objectives is often adopted to avoid responsibility but however, allows the worker function without undue pressure from frontline activities. Van Dyne and LePine (1998) share the same opinion as they describe Management by Objectives as being suitable in some organizations characterized by high levels of centralization and bureaucracy (Morrison, 2011).

CONCLUSION AND RECOMMENDATIONS

The assessment of the effect of Management by Objectives and Employee Productivity is revealed to be positive and significant in this study. The study also affirms that Management by Objectives has a significant and positive effect on the Employee Productivity within oil and Gas Industry of South-South, Nigeria and by this enhances measures such as Timeliness, Service Quality and quality of work.

Based on the findings obtained from summary of discussion and empirical findings the study recommends that:

1. Management by Objectives should be enforced by the management of Oil and gas industry to enable staff participate in organizational goal setting and understand areas of responsibility so as to further improve productivity in the organization.
2. Management ought to adopt the appropriate performance appraisal whose feedback can help identify employee's weaknesses, strengths and subsequently improve their performance. However, apart from this, employee morale and performance can be enhanced through improving their working conditions, training & development opportunities, job securities and other HR policies that have implications on employee's Productivity.
3. Organizations should establish and adopt performance appraisal systems that would enable effectively appraisal of the employees and therefore providing opportunities to the management in identifying staff training needs, identify performance targets, improve employees' performance and helping employees on time management through planning and setting of deadlines.

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