

A Study of the Relationship between Employees' Performance Management and Organizational Productivity in the Nigerian Telecommunication Industry

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ABSTRACT

The study examined the challenges confronting employees' performance management in enhancing productivity in the industry in the study area. These were with a view to providing information on the relationship between employees' performance management and productivity in the Nigerian telecommunication. Primary and secondary data were utilized for the study. Primary data were collected through administration of questionnaire. Purposive sampling technique was adopted to select corporate headquarters and outlets of four core telecommunication companies namely: MTN, GLO, ETISALAT and AIRTEL in Nigeria. The selection of these four telecommunication companies out of all the existing ones in the country was due to the effectiveness of their service delivery to the people and wider area of coverage in Nigeria while the selection of Southwest was premised on the fact that all the core telecommunication companies had their headquarters and major outlets in the region. Members of management staff were stratified into middle and top level management staff. Fifty per cent of the population made up of 394 respondents was selected for the study. In addition, interviews were conducted to elicit information from each director of the purposively selected Customer Care; Human Resource and Administration; and Marketing Departments. This was because these were the staff in the right positions to provide the required information for this study. Data collected were analyzed using Analysis of Variance and Spearman Correlation Analysis. The study further established that the challenges confronting the employees' performance management in enhancing productivity did not significantly affect productivity in the industry in the study area ($r = 0.023$, $p > 0.05$). The study concluded that employees' performance management influenced productivity in spite of challenges confronting performance management in the Nigerian telecommunication industry.

Keywords: Productivity, Management, Organization, and Industry

INTRODUCTION

The challenges confronting small and large companies as a result of the global economic melt-down and the need for economic recovery led both small and large organizations to focus on global best management practices among which is performance management. Performance management is critical to small and large organisations – for-profit and not-for-profit, domestic and global – and to all industries (Aguinis, 2005). After all, the performance of an organisation depends on the performance of its people, regardless of the organization's size, purpose or other characteristics (Aguinis, 2005).

Performance management is an integral aspect of organizational effectiveness and efficiency (Cardy, 2004). This is because it is a primary process by which work is accomplished and it is regarded as the "Achilles Heel" of managing human capital, for that reason it should be a top priority of managers. However, less than a third of employees believe that their company's performance management process assists them in improving their productivity (Pulakos, 2009). Contemporary challenges facing organizations have led many of them to refocus attention on their performance management systems (Buchner, 2007) and explore ways to improve employee productivity.

Companies' survival, success and productivity in the contemporary times are no longer based on frequent introduction of new products or use of first-class technology alone. So, what makes some businesses more productive and successful than others? What is today's key competitive advantage? The answer is people (Aguinis, 2005). Organizations with motivated and talented employees offering outstanding service to customers are likely to get ahead of the competition, even if the products offered are similar to those offered by the competitors (Aguinis, 2005). Customers want to get the right answer at the right time, and they want to receive their products or services promptly and accurately. Only effectively managed people through performance management system can make these things happen. Only people can produce a sustainable competitive advantage (Aguinis, 2005). Performance management systems are the key tools to transform people's talent and motivation into a strategic business advantage (Aguinis, 2005).

Available literature perceives performance management as a forward looking and a curative management technique that has come to de-emphasize performance appraisal, a sub area of performance management that is backward looking. An emerging body of evidence suggests that performance management is not always a panacea. There is substantial 'churn' in the use of performance management systems, suggesting a level of dissatisfaction. The bodies of emerging research whose findings reveal that employees dissatisfaction with performance management practices, were not conducted in organizations in Nigeria. Even, organizations where performance management researches were conducted abroad are not in the telecommunication industry. It is therefore expedient to explore the impact of employees' performance management on service productivity in Nigerian evolving telecommunication industry.

The key components of Performance Management Systems are intended to promote employee performance and productivity (Aguinis, 2009). However, many managers and employees do not understand the benefits of effective performance management (Pulakos, 2009). They often regard it as involving a lot of paper work and it drills much of the time and efforts of human resources because ratings need to be submitted on a yearly basis for record-keeping purposes – a necessary evil that warrants the minimum investment of time (Pulakos, 2009). Done correctly, performance management communicates what is important to the organization, drives employees to achieve important goals, and implements the organization's strategy. Furthermore, there are evidences that employees experience performance management as work intensification: doing more for less (Green, 2004).

However, a preliminary study of Human Resource Management textbooks (e.g. Armstrong, 2009; Bach, 2005; Beardwell and Claydon, 2010; Torrington, Hall and Taylor (2002); Torrington, Hall, Taylor and Atkinson (2011) established that the bulk of the extant literatures were managerially prescriptive, with little or no emphasis on the impact of Performance Management on individual and organizational productivity. Studies have shown that the management of employees' performance is not properly practised in many organizations in Nigeria, leading to pseudo promotion of subordinates with grievous consequences on the system. Most of the known studies focus on the public

sector in general (e.g Sociological and Attitudinal Factors Affecting Performance Management in Nigeria Public Service, Adebayo, 1981), without detailed information on how the management of employees' performance enhances productivity in the telecommunication industry in South-west Nigeria; hence this study.

Objective of the Study

The broad objective of this study was to examine the impacts of employees' performance management in the Nigerian telecommunication industry. The specific objective was to analyze the challenges confronting employees' performance management in enhancing productivity in the telecommunication industry in the study area.

This hypothesis was tested in the study

- i. Ho: The challenges confronting the employees' performance management do not significantly affect productivity in the Nigerian telecommunication industry.
- ii. Hi: The challenges confronting the employees' performance management significantly affected productivity in the Nigerian telecommunication industry.

This study focused on employees' performance management in the Nigerian telecommunication industry, such as MTN, Airtel, Etisalat and Glo. The scope cut across middle and top management officers in selected Nigerian telecommunication industry. The selection of these categories of staff is necessitated by their experience, competence and because they mostly consist of line managers who were in charge of implementation of performance management in the Nigerian telecommunication industry.

LITERATURE REVIEW

Conceptual Review

The concept of performance management did not come to limelight until the mid-1980s, growing out of the realization that a more continuous and integrated approach was needed to manage and reward performance. For crudely developed and hastily implemented performance-related pay and appraisal systems were all too often failing to deliver the results that, somewhat naively, people were expecting from them. Performance management rose like

a phoenix from the old-established but somewhat discredited systems of merit rating (Armstrong, 2000). Performance Management (PM) is the key process by which organizations set goals, determine standards, assign and evaluate work, and distribute rewards (Fletcher, 2001). Further, given that PMSs can help organizations ensure successful implementation of their business strategy (Schuler and Jackson, 1987), accordingly this subject deserves close attention of both practitioners and researchers.

A Short History of Performance Management

Koontz (1971), is of the opinion that the first known example performance evaluation came to limelight during the Wei dynasty (AD 221–65) when the monarch engaged an 'imperial evaluator' whose responsibility was to appraise the performance of the official family. During the 16th century, Ignatius Loyola set up a system for formal rating of the members of the Jesuit Society (Armstrong, 2009). The first formal evaluating systems, however, developed from the work of Frederick Taylor and his followers before the First World War. Rating for US military officers was introduced in the 1920s and this spread to the UK, as did some of the factory-based American systems. Merit rating came to the fore in the United States and the UK in the 1950s and 1960s, when it was sometimes re-christened performance appraisal. Management by objectives then came and largely went in the 1960s and 1970s, and simultaneously, experiments were made with assessment techniques such as behaviourally anchored rating scales. A revised form of results-orientated performance appraisal emerged in the 1970s and still exists today. The term performance management was first used in the 1970s but it did not become a recognized process until the latter half of the 1980s (Armstrong, 2009).

The concept of performance management incorporates some of the notions and approaches of management by objectives and performance appraisal but it includes a number of significantly different features as described below. The earliest reference to performance management in the literature was made by Warren (1972). On the basis of his research in a manufacturing company he defined the features of performance management as follows.

Features of Performance Management as defined by Malcolm Warren in 1972

- i. Expectations – a large group of employees – preferably all – must be told clearly, objectively and in their own language what is specifically expected of them.
- ii. Skill – a large group of employees must have the technical knowledge and skill to carry out the tasks.
- i. Feedback – workers must be told in clear terms, without threats, how they are doing in terms of expectations.
- ii. Resources – employees must have the time, money and equipment necessary to perform the expected tasks at optimal level.
- iii. Reinforcement – employees must be positively reinforced for desired performance.

These requirements may not be expressed in quite the same language today, but they are just as relevant. Another early use of the term performance management was made by Beer and Ruh (1976). Their thesis was that: 'performance is best developed through practical challenges and experiences on the job with guidance and feedback from superiors.' They described the performance management system at Corning Glass Works, the aim of which was to help managers give feedback in a helpful and constructive way, and to aid in the creation of a developmental plan. The features of this system that distinguished it from other appraisal schemes were as follows:

- i. Emphasis on both development and evaluation;
- ii. Use of a profile defining the individual's strengths and development needs;
- iii. Integration of the results achieved with the means by which they have been achieved;
- iv. Separation of development review from salary review.

Concept of Productivity

The term productivity measurement has examined in various fields of study including Economics, Accounting, Management, Psychology, Human Resource Management, and Industrial Engineering (Phusavat, 2013). When focusing on the industrial, national, and international levels, the term productivity is used to indicate the level of industrial competitiveness and the ability to maintain low inflation without extensive governmental support (Phusavat, 2013). In fact,

in the US, Bureau of Labor Statistics monthly releases an overall productivity level which is regarded as one of the most closely watched information. The accountants, human resource managers, and executives alike are always concerned about the organizational productiveness as it indicates the ability raise the salary and wages without a great deal of effects on the selling price (Phusavat, 2013).

The higher productivity level implies the lower operating cost. In other words, being productive is equivalent to being competitive (Phusavat, 2013). Productivity is defined as the ratio of a volume measure of output to a volume measure of input used (OECD, 2001). That is, it is the relation between output and input. Productivity is a ratio which is used to measure how well an organization (or individual, industry, country) converts input resources (labor, materials, machines etc.) into goods and services (Hameed and Amjad, 2009). In other words, it measures how efficiently production inputs, such as labour and capital, are being used in an economy to produce a given level of output.

Productivity could be measured in many different ways. For instance, "in a factory, productivity might be measured based on the number of hours it takes to produce a good, while in the service sector, productivity might be measured based on the revenue generated by an employee divided by his/her salary" (Ailabouni, 2010). Productivity measures could be single factor or multi-factor; the choice between them depends on the purpose of the productivity measurement and in most instances, on the availability of data (Ailabouni, 2010). Productivity traditionally, refers to the quantifiable ratio between outputs and inputs in physical terms (Ailabouni, 2010).

According to OECD, the objectives of productivity measurement include:

- a) Technology - to trace technological changes improvements;
- b) Efficiency – to check if maximum output that is physically achievable with current technology, give a fixed amount of inputs;
- c) Real cost savings – a quest to identify real cost savings in production;
- d) Benchmarking production processes – comparison of productivity measures in specific production processes can help to identify inefficiencies; and
- e) Living Standards – a simple example is per capita income of a country.

According to Sibson (1994), productivity means doing high quality work with great efficiency. In essence it is some output per man hour. Output must be saleable and usable and of good quality. Other simple definitions include the amount of output per unit of input (labour, equipment, and capital).

For the purpose of this study, productivity is defined as 'an increase in the ratio of output of required quality and quantity to the inputs for a specific production situation'. The increase in the ratio is determined by the influence of the independent variable such as "employees' Performance management". Productivity is dependent on employees' performance management. In the Telecommunication industry, productivity is generally accepted as 'work output per man-hours worked'. That is, increase in productivity can be measured by the number of units produced per employee per hour. In this study, subjective productivity measurement method is used. The measures of this method are not based on quantitative operational information. Instead, they are based on personnel's subjective assessments. Wang and Gianakis (1999) have defined subjective productivity measure as an indicator used to assess individuals' aggregated perceptions, attitudes or assessments toward an organization's product or service. Subjective productivity data is usually collected using survey questionnaires. Subjective data can also be descriptive or qualitative collected by interviews. (Clements-Croome and Kaluarachchi 2000) Subjective productivity data is gathered from employees, supervisors, clients, customers and suppliers (Hameed and Amjad, 2009).

METHODOLOGY

This study examined the impact of employees' performance management on productivity in the Nigerian Telecommunication industry. The core/major telecommunication companies that were selected for this study are: MTN, Globalcom, Airtel and Etisalat. The four telecommunication headquarters are located in Lagos and twelve of their Lagos branch offices are as well selected for this study. The selection of Lagos is attributed to the presence of the headquarters of the four selected telecommunication companies in the metropolis. The study comprised middle and top level employees in the telecommunication industry. These are categories of staff that are conversant in the application of Performance management in the telecommunication industry.

Primary and secondary sources were used for this study. The primary sources of data collection adopted in this study were basically questionnaire. Stratified Middle level and top level management staff in the selected telecommunication industry were selected. The middle level management staff member was selected because it is that level that consists of competent line managers who are the drivers of performance management. The top level staff member was selected because of their expertise, experience and organizational leadership role in formulation of performance management policy. A sample of 50 per cent was randomly selected from each stratum to increase the validity and reliability of the study. Three hundred and forty eight (348) middle level and forty eight (48) top level staff totalling three hundred and ninety six (396) respondents selected. The secondary source was obtained from related journals and articles. The design and application of the questionnaire were based on a five-point Likert Scale to solicit responses from the respondents.

Data were analyzed using inferential and descriptive statistics. The descriptive statistics involves frequency tables and percentages while the inferential statistics involved ANOVA and Spearman correlation. Spearman correlation was used to test for the hypothesis of the study so as to determine if the challenges confronting the employees' performance management did not significantly affect productivity in the Nigerian telecommunication industry.

RESULTS AND DISCUSSION

This chapter is devoted to analysis and presentation of data. The data, which were sourced through the questionnaire method of data collection, were analyzed and presented in different sections for easy understanding and interpretation. Descriptive analyses such as frequency distribution and percentages of the values and inferential statistics such as ANOVA and Spearman correlation statistical tools used in the work were presented in tables and analyzed accordingly. The first section presented the results of the bio-data of the sampled respondents in the study areas. This is followed by section two which dealt with the objective of the study. This objective centered on the challenges confronting performance management in enhancing productivity in the Nigerian telecommunication industry. Accordingly, the hypothesis formulated along the objective was also tested. This section descriptively

analyses the primary data collected through the administration of questionnaire for this study as itemized below.

Bio-data of the Respondents

In discussing the bio-data of the respondents, the gender, educational qualification, selected companies, and years of experience were analyzed and presented accordingly. To this end, four (4) tables were extracted as presented in Table 1, 2, 3, and 4

Table 1 showed the distribution of employees with respect to the companies in the Nigerian telecommunication industry. Male employees accounted for about 63% of Glo, 68% of Airtel, 78% of Etisalat and 70% of MTN employees. On the other hand, about 36, 32, 23, and 30% of respondents from Glo, Airtel, Etisalat and MTN telecommunication companies were female respectively that suggested that the number of male employees was twice female employees in the industry. Nevertheless, both genders were adequately represented in the study. Similarly, the distribution of respondents showed that the leading telecommunication companies in Nigeria were all represented in the sample frame. In all, MTN accounted for 28%, followed by Globacom (26%), Airtel (24%) and Etisalat (22%). This gave a 50% representation for each of the sampled company and was a true reflection of employee capacity in the Nigerian telecommunication industry. These respondents were selected from the three major Departments including Marketing Customer service and Human Resource Department (13%). For marketing officer, about 28, 35, 29 and 38.3% responded from Glo, Airtel, Etisalat and MTN with cumulative percent of 32%. Customer officers accounted for 22.1, 26.0, 29, and 18% of Glo, Airtel Etisalat and MTN respondents respectively. By this, the study made sure that there was no bias with respect to various identifiable Departments in the service sector of telecommunication industry.

In terms of educational qualification, 52.9, 66.7, 66.7, 60.4, and 61.3% of the respondents from Glo, Airtel, Etisalat, MTN and pooled data respectively earned first degree certificates, 45.2, 29.2, 31.0, 35.8, and 35.6% earned second degree certificates while only 1.9, 4.2, 2.3, 3.8, and 3.1% of the respondents from Glo, Airtel, Etisalat, MTN and pooled respectively earned third degree certificates. This result showed that first degree holder accounted for more than

half of the total respondents with a substantial numbers of second degree holder most especially in Glo and MTN telecommunication companies.

Employee working experience was also examined. The result shows that majority of the respondents fall within 30-50 years age working experience across the company line. In all, 22.1% of Glo, 33.3% of Airtel, 24.1% of Etisalat, 27.1% of MTN employees' fell had 20-30 year work experience while the grouped data was 26.6%. Similarly, 45.2% of Glo, 44.8% of Airtel, 60.9% of Etisalat, 48.6% of MTN and 49.5% of pooled data employees had between 31-40years work experience while 32.7, 20.8, 14.9, 20.6, and 22.6% of the respondents form Glo, Airtel, Etisalat, MTN and the pooled data had between 41-50 years experiences. The curve for employees' working experience is normally distributed which showed that in terms of experience spread, majority of the respondents were in the same range and thus should provide quality opinions upon which sound recommendations could be made.

Table 1: Gender Distribution of the Respondents

		Companies				Total
		GLO	AIRTEL	ETISALAT	MTN	
Male	Count	66	65	66	74	271
	% within company	63.5%	67.7%	76.7%	69.8%	69.1%
Female	Count	38	31	20	32	121
	% within company	36.5%	32.3%	23.3%	30.2%	30.9%
Total	Count	104	96	86	106	392
	% within company	100.0%	100.0%	100.0%	100.0%	100.0%

Source: Author's field work, 2016

Table 2: Distribution of Respondents by Department/Unit

Department/Unit		Companies				Total
		GLO	AIRTEL	ETISALAT	MTN	
Marketing	Count	50	48	45	68	211
	% within company	48.1%	50.0%	51.7%	63.6%	53.6%
customer care	Count	40	33	30	26	129
	% within company	38.5%	34.4%	34.5%	24.3%	32.7%
Human Resource	Count	14	15	12	13	54
	% within company	13.5%	15.6%	13.8%	12.1%	13.7%
Total	Count	104	96	87	107	394
	% within company	100.0%	100.0%	100.0%	100.0%	100.0%

Source: Author's field work, 2016

Table 3: Distribution of Respondents by Educational Qualification

Educational qualification		Companies				Total
		GLO	AIRTEL	ETISALAT	MTN	
First Degree/HND	Count	55	64	58	64	241
	% within company	52.9%	66.7%	66.7%	60.4%	61.3%
2nd Degree	Count	47	28	27	38	140
	% within company	45.2%	29.2%	31.0%	35.8%	35.6%
3rd Degree	Count	2	4	2	4	12
	% within company	1.9%	4.2%	2.3%	3.8%	3.1%
Total	Count	104	96	87	106	393
	% within company	100.0%	100.0%	100.0%	100.0%	100.0%

Source: Author's field work, 2016.

Table 4: Distribution of Respondents by Years of Experience

Years of experience		Companies				Total
		GLO	AIRTEL	ETISALAT	MTN	
<= 3	Count	41	50	44	39	174
	% within company	39.4%	52.1%	50.6%	36.4%	44.2%
4 – 5	Count	26	17	17	22	82
	% within company	25.0%	17.7%	19.5%	20.6%	20.8%
6 – 7	Count	23	11	16	21	71
	% within company	22.1%	11.5%	18.4%	19.6%	18.0%
8 – 9	Count	9	12	5	7	33
	% within company	8.7%	12.5%	5.7%	6.5%	8.4%
10+	Count	5	6	5	18	34
	% within company	4.8%	6.2%	5.7%	16.8%	8.6%
Total	Count	104	96	87	107	394
	% within company	100.0%	100.0%	100.0%	100.0%	100.0%

Source: Author's field work, 2016.

The Challenges confronting Employees' Performance Management in enhancing Productivity in the Nigerian Telecommunication Industry

The challenges associated with employees' performance management in enhancing productivity in the Nigerian telecommunication industry were discussed in this section. The top employees in Nigerian telecommunication companies were asked to order these challenges based on perception using 5 Likert scale system. The result was then analyzed using ANOVA to check for significant difference among the challenges identified across the company line

and Factor analysis. Besides, the items were subjected to Cronbach's alpha test in order to obtain the internal reliability and consistency of the items.

Factor Extraction

The result of the rotated matrix retained three factors. The factors were:

Factor 1: performance management is regarded as administrative burden to be minimized rather than effective strategy to obtain business (0.726)

Factor 2: inadequate knowledge of objective appraisal (0.659)

Factor 3: PM has difficulty in developing skills and capacities employees need to contribute maximally to organizational productivity (0.818)

Three components were extracted. These components were rotated using Varimax with Kaiser Normalization. The first component consist of the first four items which are (1) Pm makes it impossible to meaningfully link rewards to performance outcome; (2) line managers do not have the skills to make it work (3) there are multiple opportunities for fabricating information about an employee's performance; and (4) performance management is regarded as administrative burden to be minimized rather than effective strategy to obtain business results/outputs. The extracted factor turned accounted for 31.0% of the total variance with a Cronbach's Alpha of approximately 0.637 that was considered acceptable and reliable.

The second component also comprised six items which were (1) PM makes employees suffer from job born-out and dissatisfaction; (2) expensive lawsuits may be fined by individuals who feel they have been appraised unfairly; (3) personal values, biases and relationship are likely to replace organizational standard productivity; (4) performance management system cost money and quite a bit of time which are often wasted without concrete justification; (5) inadequate knowledge of objective appraisal; and (6) nepotism and tribalism influence a supervisor in awarding unmerited scores to subordinate staff in the Nigeria telecommunication sector. The reliability test for this component also showed that Crobach's alpha was 0.635 and the component accounted for about 14% of the total variance in the factors analysed.

The third component consisted of two items which were (1) PM has difficulty in developing skills and capacities employees need to contribute maximally to

organizational productivity; and (2) PM delegates relationship between employees and managers. Cronbach's alpha was 0.628 and the component accounted for about 9.5% of the total variance in the factors analysed.

From the foregoing, it was clear that the three major challenges facing Nigerian telecommunication industry were "performance management is regarded as administrative burden to be minimized rather than effective strategy to obtain business; inadequate knowledge of objective appraisal as well as PM has difficulty in developing skills and capacities employees need to contribute maximally to organizational productivity.

Table 5: Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	3.726	31.052	31.052	3.726	31.052	31.052	2.677	22.310	22.310
2	1.692	14.099	45.151	1.692	14.099	45.151	2.202	18.352	40.662
3	1.138	9.482	54.633	1.138	9.482	54.633	1.677	13.971	54.633
4	.987	8.225	62.858						
5	.877	7.312	70.170						
6	.818	6.815	76.985						
7	.791	6.592	83.577						
8	.588	4.904	88.481						
9	.452	3.770	92.251						
10	.427	3.562	95.812						
11	.261	2.178	97.990						
12	.241	2.010	100.000						

Extraction Method: Principal Component Analysis.

Source: Field survey (2016)

Table 6: Rotated Component Matrix

S/N		Component		
		1	2	3
1	PM makes it impossible to meaningfully link rewards to performance outcomes	0.723		
2	line managers do not have the skills to make it work	0.553		
3	there are multiple opportunities for fabricating information about an employee's performance	0.580		

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4	PM is regarded as administrative burden to be minimized rather than effective strategy to obtain business results/outputs	0.726*		
5	PM makes employees suffer from job born-out and dissatisfaction		0.637	
6	expensive lawsuits may be fined by individuals who feel they have been appraised unfairly		0.453	
7	personal values, biases and relationship are likely to replace organizational standard productivity		0.651	
8	PM system cost money and quite a bit of time which are often wasted without concrete justification		0.646	
9	inadequate knowledge of objective appraisal		0.659*	
10	nepotism and tribalism influence a supervisor in awarding unmerited scores to subordinate staff in the Nigeria telecommunication sector		0.331	
11	PM has difficulty in developing skills and capacities employees need to contribute maximally to organizational productivity			0.818*
12	PM delegates relationship between employees and managers			0.732

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization.

a. Rotation converged in 8 variables.

The challenges identified above were tested for their effects on productivity in the Nigerian telecommunication industry. Using spearman's correlation coefficient method, the result is given below.

Hypothesis

H₀: The challenges confronting the employees' performance management do not significantly affect productivity in the Nigerian telecommunication industry.

H₁: The challenges confronting the employees' performance management have significant effect on productivity in the Nigerian telecommunication industry.

Table 7 below estimated the correlation coefficient and P-value as -0.023 and .756 respectively. This indicated that there was a negative relationship between

the challenging facing performance management and productivity, however, the $P > 0.1$ implied that the relationship was not significant. Hence, we accept the hypothesis that the challenges confronting the employees' performance management do not significantly affect productivity in the Nigerian telecommunication industry.

Table 7: Spearman's Correlation Analysis between the Challenges confronting the Employees' Performance Management in enhancing Productivity in the Nigerian Telecommunication Industry

	impact of employees' performance management on service efficiency
Challenges facing employees' Performance management in Nigerian telecommunication industry	Spearman's Correlation Coefficient Sig. (2-tailed) N
	-.023 .756 400

Source: Field Report, 2016.

Analysis of the Challenges confronting the Employees' Performance Management in the process of enhancing Productivity in the Nigerian Telecommunication Industry

The directors of four selected companies all agreed that the challenges confronting the employees' performance management were "the difficulty performance management has in developing skills and capabilities employees need to contribute maximally to organization productivity"; "Inadequate knowledge of objective appraisal; and that Nepotism and tribalism do influence a supervisor in awarding unmerited scores to subordinate staff in the Nigerian telecommunication sector". However, the opinions of the directors in the four selected telecommunication companies-MTN, GLO, ETISALAT and AIRTEL differ on the question "do the challenges confronting the employees' performance management affect productivity in your telecommunication industry". MTN and GLO directors in Customer Care; Human Resource and Administration; and Marketing Departments disagreed but ETISALAT and AIRTEL agreed. Similarly, all the interviewed directors in MTN, GLO and AIRTEL disagreed to the question that "Line managers do not have the skills to make performance management work while only directors in ETISALAT

admitted. None of the directors interviewed admitted that "Performance Management damaged relationships between employees and managers".

Some part of these results supported the findings of Rajbhandari (2011) on the topic of "Performance Appraisal Tool: A basis for Professional Growth and Development of Bank Officers in Banguio City and La Trinidad" which revealed favoritism, nepotism of reporting officer rating on subordinates.

CONCLUSION AND RECOMMENDATION

The study has been concerned with comprehensive analysis of link between employees' performance management and productivity in Nigerian Telecommunication. It has been executed within the framework of the basic objectives highlighted.

Given the strategic importance of employees' performance management in ensuring organizational productivity, the research work contributes to the literature by empirically examined the relationship between employees' performance management and productivity in Nigerian telecommunication industry. Accordingly, the study showed that though the employees' Performance Management has challenges or difficulty in developing skills and capacities employees need to contribute maximally to organizational productivity as a result of inadequate knowledge of objective appraisal which often leads to nepotism and tribalism in appraisal process, but the challenges did not significantly affect productivity in the Nigerian telecommunication industry.

Considering the findings of this study, therefore, these recommendations are offered to enable human resource managers, line managers, and top management of Nigerian telecommunication industry address employees' performance management more objectively in order to consolidate on their efficiency.

To address challenge of Nepotism and Tribalism in the appraisal process, the Nigerian telecommunication industry should be restructured to ensure that no subordinate is placed under the supervision of any of his or her tribal person. Supervisor/reporting officers in Nigerian telecommunication industry should endeavour to live above board without blemish; any line manager found to

have given undue favoritism in appraisal process should be disciplined after due process has been followed.

To address the challenge of the inability of performance management to meaningfully link rewards to performance outcomes, management of the Nigerian telecommunication industry should develop measurable work variables or indices like number of sales made, number of services rendered and problem solved, the extent of job knowledge etc. The employees' performance in the aforementioned variables should be linked to reward system.

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