RESEARCH ARTICLE

JENER Journal of Empirical and Non-Empirical Research
Volume 2, Issue 8, Page 714-725 | Article No. 78
DOI: 10.4898/jener.v2i8.a78
ISSN: 7895-9216
Journal homepage: https://jenerjournal.com
Journal email: editor@jenerjournal.com

JENER Journal
JENER Journal of Empirical and Non-Empirical Research

People Management Practices and Employee Performance of Oil Servicing Companies in South-South, Nigeria

Dr. Ibiba Ambie Georgewill[1] & Dr. Obibhunun, Lucky[2]

[1,2]Department of Employment Relations and Human Resource Management, Faculty of Administration and Management

ARTICLE INFORMATION

Article history:
Published: August 2026

Keywords:
People Management Practices
Employee Performance
Organizational Performance
Recruitment And Selection
Employee Involvement
Oil and Gas

ABSTRACT

Today business world, People management practices have become an increasingly important area of organizational management because the ability of an organization to achieve its objectives depends significantly on how effectively its employees are recruited, developed, motivated, rewarded, and retained. This study examined the relationship between People Management Practices and Employee Performance of Oil Servicing Companies in South-South, Nigeria. The predictor variable is People Management, and the criterion variable employee performance. The study adopted the positivist philosophical paradigm and employed correlational and cross-sectional survey research designs. The population comprised selected oil servicing companies operating in South-South states of Nigeria. Due to the manageable population size, the census sampling technique was adopted, while purposive sampling was used to select 300 managerial respondents consisting of branch employees. Primary data were collected using structured questionnaire, while validity was confirmed by academic supervisors, reliability was confirmed using Cronbach's Alpha coefficients above 0.70. Out of 300 questionnaires administered, 270 usable copies were retrieved and use for the analysis with the aid of SPSS version 27.0. Descriptive statistics were used for preliminary analysis, while Spearman Rank Order Correlation Coefficient and partial correlation analysis were used to test the hypotheses. Findings revealed that People management practices, positively and significantly enhanced Employee performance, of oil servicing companies in South-South Nigeria. The study concluded that cloud-based system significantly improve organizational performance. The study recommended that management of oil servicing companies in Nigeria should treat people management as a strategic rather than purely administrative function.

1. Introduction

Employee performance refers to the extent to which employees effectively accomplish tasks and responsibilities assigned to them in accordance with organizational expectations. It may be reflected in indicators such as quality of work, quantity of output, timeliness, efficiency, commitment, attendance, innovation, and achievement of assigned targets. From the resource-based perspective, employees can constitute valuable organizational resources when their knowledge, skills, experience, and capabilities are effectively developed and utilized (Barney, 1991). Consequently, organizations that adopt appropriate people management practices may be better positioned to enhance employee capabilities and translate them into improved performance.

People management practices have become an increasingly important area of organizational management because the ability of an organization to achieve its objectives depends significantly on how effectively its employees are recruited, developed, motivated, rewarded, and retained. People management practices refer to the policies and activities through which organizations manage their workforce, including recruitment and selection, training and development, performance appraisal, compensation and rewards, employee participation, career development, communication, and employee welfare. Effective people management practices can create a work environment in which employees possess the skills, motivation, and commitment required to perform their duties effectively. In this regard, human resources constitute an important organizational resource capable of influencing productivity, competitiveness, and employee performance.

The importance of effective people management is particularly evident in the oil and gas industry, where organizations depend heavily on specialized technical knowledge, skilled personnel, safety consciousness, teamwork, and strict compliance with operational standards. Oil servicing companies provide a wide range of technical and support services to exploration, production, drilling, engineering, maintenance, logistics, and other activities within the petroleum industry. The nature of these operations requires employees to possess appropriate technical competencies and to perform their responsibilities accurately and safely. Consequently, the ability of oil servicing companies to attract, develop, motivate, and retain competent employees can have significant implications for organizational effectiveness and service delivery.

The Nigerian oil and gas industry operates within a complex and competitive environment in which organizations are increasingly concerned with efficiency, cost management, technological capability, safety, and productivity. Recent policy developments also demonstrate the importance attached to efficiency and cost reduction within Nigeria's petroleum sector. For example, the 2025 Upstream Petroleum Operations Cost Efficiency Incentives Order linked certain tax incentives to demonstrable cost savings, highlighting the growing emphasis on operational efficiency in the sector. In such an environment, the performance of employees becomes particularly important because skilled and motivated employees are required to execute technical assignments, meet project deadlines, maintain quality standards, and ensure safe operations.

People management practices are therefore relevant to the performance of oil servicing companies because these organizations operate in environments where employee competence and commitment can directly influence service quality and operational outcomes. Recruitment and selection practices can help organizations obtain employees with appropriate technical qualifications and experience. Training and development can enhance employees' technical and professional competencies, while performance appraisal can help organizations identify performance gaps and align individual objectives with organizational goals. Compensation, recognition, and career development can further encourage employees to remain committed to the organization and perform their duties effectively.

Empirical evidence from Nigeria supports the importance of people management practices in the oil and gas sector. Adagbabiri and Okolie (2020), in a study of the Nigerian oil and gas industry, examined the relationship between human resource management practices and organizational performance using survey data from 164 respondents. Their study was motivated partly by the limited empirical evidence on HRM and organizational outcomes in Nigeria and found evidence relevant to the relationship between human resource management and organizational performance.

Similarly, Edeh and Mlanga (2019) investigated talent management and workers' commitment in oil and gas servicing firms in Rivers State. The study covered ten oil and gas servicing firms and surveyed managers and supervisors. Its focus on talent attraction, development, commitment, and retention demonstrates the importance of managing employees strategically within oil servicing organizations.

More recent evidence also emphasizes the relationship between human resource development and employee performance in Nigeria's oil sector. Dizaho (2026) examined human resource development and employee performance among selected oil-sector firms and reported a positive and significant relationship between human resource development and employee performance. The study further indicated that individual absorptive capacity strengthened the relationship, suggesting that employees' ability to acquire and apply new knowledge is important for translating HR development activities into improved performance.

Evidence from Rivers State also indicates that specific people-management practices can influence employee outcomes. A 2026 study of oil and gas firms in Rivers State found that participative decision-making, open communication, and employee recognition each had a significant positive effect on employee performance. These findings suggest that people management extends beyond traditional HR functions such as recruitment and training to include the manner in which employees are treated, involved, recognized, and communicated with within the organization.

However, empirical findings are not entirely consistent. Ochei, Omole, and Afolabi (2023), using data from ten publicly traded Nigerian oil and gas companies over the 2012–2021 period, examined training and development costs as well as recruitment and selection costs in relation to financial performance. Their results indicated that these measures did not have a statistically significant effect on financial performance, leading the authors to recommend greater attention to training, development, recruitment, selection, remuneration, rewards, and performance evaluation. This finding suggests that the existence of people management practices does not automatically translate into improved organizational outcomes; the quality, relevance, implementation, and utilization of such practices may determine their effectiveness.

The issue is particularly important for oil servicing companies because employee performance can affect the successful execution of contracts and projects, adherence to safety requirements, customer satisfaction, equipment utilization, cost control, and the ability of firms to compete for contracts. Poorly managed employees may experience low motivation, inadequate skills, weak commitment, absenteeism, or high turnover, all of which can negatively affect service delivery. Conversely, effective people management practices can provide employees with the skills, incentives, feedback, and organizational support necessary to perform their responsibilities effectively.

Despite the growing body of research on human resource management and organizational performance in Nigeria, there remains a need for further examination of how specific people management practices influence employee performance in oil servicing companies, particularly within the Nigerian context. Existing studies have examined broad HRM practices, talent management, organizational performance, employee commitment, and financial outcomes, but findings vary across contexts and measures. This creates an important basis for investigating the specific people management practices that are most strongly associated with employee performance in oil servicing companies.

Therefore, this study is premised on the view that the effectiveness of oil servicing companies depends not only on their technological and financial resources but also on how effectively they manage their people. Examining practices such as recruitment and selection, training and development, performance appraisal, compensation and rewards, employee involvement, and career development can provide a better understanding of the mechanisms through which organizations can improve employee performance. The study is consequently expected to contribute to the literature by providing empirical evidence on the relationship between people management practices and employee performance in oil servicing companies in Nigeria and by offering useful information for managers seeking to improve workforce effectiveness and organizational outcomes.

1.1 Statement of the Problem

The oil and gas industry remains an important component of the Nigerian economy, while oil servicing companies play a critical role in supporting exploration, drilling, production, engineering, maintenance, logistics, and other petroleum-related activities. The effectiveness of these companies depends not only on their financial and technological resources but also on the quality and performance of their employees. Consequently, effective people management practices are increasingly important for ensuring that employees possess the required competencies, remain motivated, and contribute effectively to organizational objectives.

Despite the importance of human resources, many organizations continue to experience difficulties associated with employee performance, including low productivity, inadequate commitment, high employee turnover, poor communication, absenteeism, skills gaps, and difficulties in retaining experienced personnel. These challenges can negatively affect operational efficiency, service quality, project completion, cost management, and ultimately organizational performance. In oil servicing companies, where employees are often required to work under technically demanding, time-sensitive, and safety-critical conditions, weaknesses in people management may have particularly serious consequences.

Although previous studies have established relationships between human resource management practices and organizational outcomes, the findings are not entirely consistent. Adagbabiri and Okolie (2020), for example, examined human resource management practices and organizational performance in the Nigerian oil and gas industry and highlighted the importance of human resource practices in organizational outcomes. Similarly, Ochei et al. (2023) examined human resource management and the performance of oil and gas companies in Nigeria. However, their findings concerning specific HR practices and financial performance suggest that the presence of HR practices alone may not automatically translate into improved organizational performance. The effectiveness of implementation, organizational context, employee acceptance, and alignment with business objectives may determine the extent to which people management practices produce desirable outcomes.

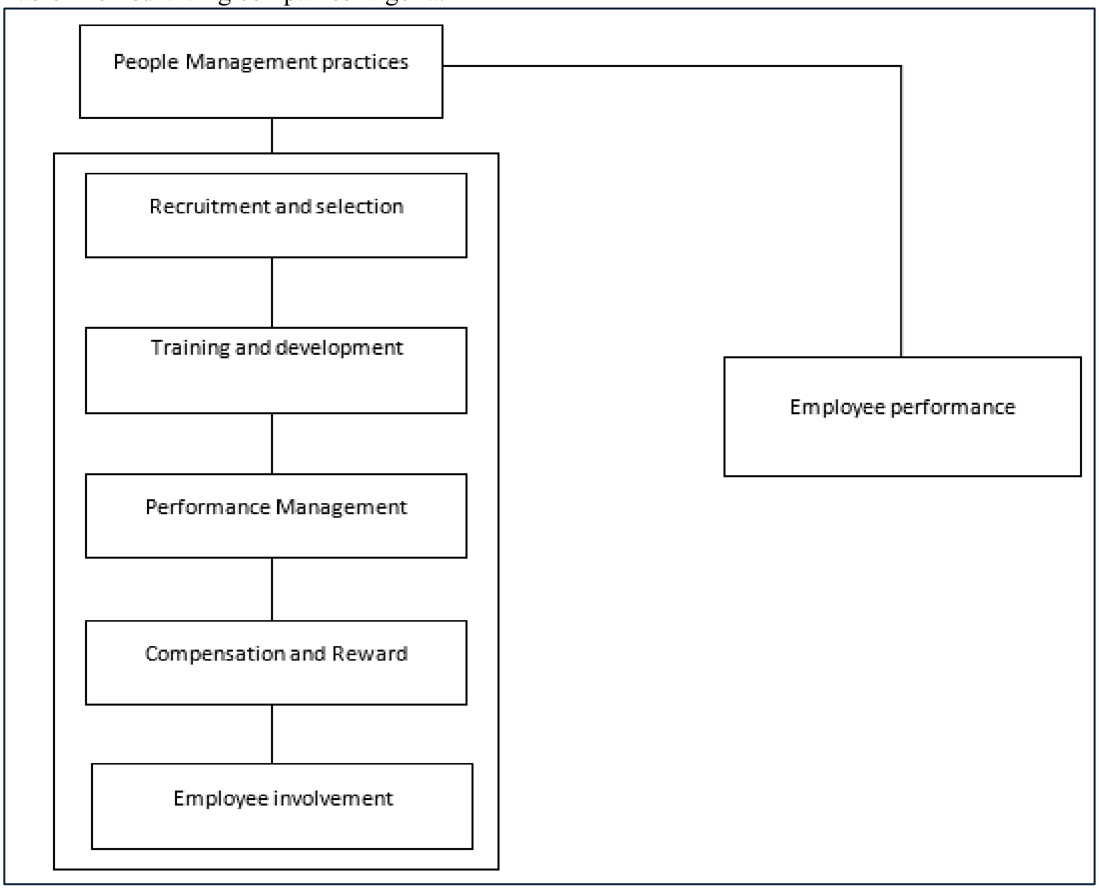
A further problem is that much of the existing literature tends to examine human resource management broadly, while comparatively less attention is given to the combined influence of specific people management practices on organizational performance within oil servicing companies. In addition, differences in organizational size, operating environment, management style, employee skills, and competitive conditions mean that findings from general organizations or other sectors may not necessarily apply directly to oil servicing companies in Nigeria.

Therefore, the central problem of this study is the uncertainty regarding the extent to which people management practices influence the organizational performance of oil servicing companies in Nigeria. Despite the importance of effective workforce management, some oil servicing companies may continue to experience challenges relating to employee productivity, service quality, operational efficiency, employee commitment, and achievement of organizational objectives. It is therefore necessary to empirically examine whether and how practices such as recruitment and selection, training and development, performance appraisal, compensation and rewards, employee involvement, and employee welfare contribute to organizational performance.

The study is consequently intended to address this gap by investigating the relationship between people management practices and organizational performance of oil servicing companies in Nigeria. The findings may provide useful evidence for managers and policymakers on the people management practices that can be strengthened to improve employee effectiveness, operational outcomes, competitiveness, and the overall performance of oil servicing companies in Nigeria.

1.2 Conceptual Framework

A conceptual framework is a structured representation that shows the relationship among variables in a study and explains how they are expected to interact in addressing a research problem, thereby providing a clear guide for data collection, analysis, and interpretation. In this study, the conceptual framework present people management practices as predictor and employee performance as criterion variable in oil surviving companies Nigeria.



Source desk researcher. 2026

1.3 Purpose of the Study

The purpose of this study is to examine the relationship between people management practices and employees Performance of Oil servicing companies in Nigeria.

The specific objectives were to:

- Examine the relationship between Recruitment and selection employee performance of Oil servicing companies in Nigeria.
- Examine the relationship between training and development and employee performance of Oil servicing companies in Nigeria.
- Examine the relationship between performance management and employee performance of Oil servicing companies in Nigeria.
- Examine the relationship between compensation and reward and employee performance of Oil servicing companies in Nigeria.
- Examine the relationship between involvement and employee performance of Oil servicing companies in Nigeria.

1.4 Research questions

In order to guide the researcher within the context of this study, the following research questions were posed for answers:

- What is the relationship between Recruitment and selection employee performance of Oil servicing companies in Nigeria?
- What is the relationship between training and development and employee performance of Oil servicing companies in Nigeria?
- What is the relationship between performance management and employee performance of Oil servicing companies in Nigeria?
- What is the relationship between compensation and reward and employee performance of Oil servicing companies in Nigeria?
- What is the relationship between involvement and employee performance of Oil servicing companies in Nigeria?

1.5 Research Hypotheses

Base on the above research questions the following null hypotheses were formulated for validation or refutation of the problem under investigation.

Ho_1: There is no significant relationship between Recruitment and selection employee performance of Oil servicing companies in Nigeria

Ho_2: There is no significant relationship between training and development and employee performance of Oil servicing companies in Nigeria

Ho_3: There is no significant relationship between performance management and employee Performance of Oil servicing companies in Nigeria.

Ho_1: There is no significant relationship between compensation and reward and employee performance of Oil servicing companies in Nigeria

Ho_1: There is no significant relationship between involvement and employee performance of Oil servicing companies in Nigeria

2. Literature Review

2.1 Theoretical Review

The theoretical review provides the conceptual foundation for understanding the relationship between People Management Practices and Employee Performance of Oil Servicing Companies.

The theoretical foundation of people management practices and employee performance is based on the assumption that how an organization manages its employees influences their attitudes, motivation, capabilities, behaviours, and ultimately their performance. People management practices include recruitment and selection, training and development, performance appraisal, compensation and rewards, employee involvement. Several theories provide explanations for the relationship between these practices and employee performance. The major theories relevant to this study include Human Capital Theory and Resource-Based View Theory..

2.1.1 Human Capital Theory

Human Capital Theory was developed from the early works of Schultz (1961) and Becker (1964). The theory argues that employees possess knowledge, skills, abilities, experience, and competencies that constitute forms of capital capable of generating economic value. Organizations can therefore improve performance by investing in employees through education, training, skill development, and other developmental activities.

The theory is particularly relevant to oil servicing companies because the industry requires employees with specialized technical, managerial, safety, and professional competencies. Continuous changes in technology and operational requirements make employee development essential. When oil servicing companies invest in employee training and development, employees may become more capable of handling technical assignments, solving problems, complying with safety procedures, and improving service delivery.

2.1.2 Resource-Based View Theory

The Resource-Based View (RBV) of the firm is associated with Penrose (1959) and was further developed by Barney (1991). The theory proposes that organizations can achieve sustainable competitive advantage through resources that are valuable, rare, difficult to imitate, and non-substitutable. Human resources are considered potentially strategic resources because employees possess knowledge, skills, experience, and organizational capabilities that competitors may find difficult to replicate.

The RBV provides a strong foundation for understanding people management practices because effective human resource practices can help organizations develop and retain valuable employees. Recruitment and selection can enable organizations to acquire talented employees, training can develop employee capabilities, while compensation and career development can help retain valuable personnel.

For oil servicing companies, the RBV is particularly relevant because technical expertise, industry experience, safety competence, and knowledge of specialized operations can distinguish one company from another. Effective people management practices can therefore help organizations build a workforce capable of providing high-quality services and achieving superior organizational performance.

2.2 People management practices

People management practices refer to the deliberate policies, strategies and managerial activities used by an organisation to attract, develop, motivate, manage, engage and retain its employees in order to achieve organisational objectives. According to Armstrong and Taylor (2023), people management involves the practices through which organisations acquire, develop, reward, motivate and retain people while creating an environment in which employees can contribute effectively to organisational goals. Similarly, Dessler (2020) describes human resource management as the process of acquiring, training, appraising, compensating and developing employees, as well as managing workplace relationships and employee well-being.

People management practices therefore encompass activities such as recruitment and selection, training and development, performance management, compensation and rewards, employee involvement, career development, employee relations and work-life balance. Gabriel and Nwaeke (2015) found a positive relationship between recruitment and selection and employee performance among selected banks in Port Harcourt, Nigeria. The resource-based view suggests that employees' knowledge, skills and capabilities can provide organisations with valuable and difficult-to-imitate resources that contribute to sustained competitive advantage (Barney, 1991)..Effective recruitment, training, performance appraisal, reward systems and employee relations can help organisations develop a competent and committed workforce capable of achieving organisational objectives (Armstrong & Taylor, 2023).

2.3 Employee performance

Employee performance refers to the extent to which an employee effectively carries out assigned duties, responsibilities and tasks in accordance with the standards and objectives established by an organisation. It reflects the quality, quantity, efficiency and effectiveness of an employee's contribution to organisational goals. In other words, employee performance describes how well an employee performs the activities and responsibilities associated with his or her job.

According to Armstrong and Taylor (2023), employee performance is concerned with the way employees contribute to the achievement of organisational objectives through their behaviour, competencies and work results. Similarly, Aguinis (2019) defines performance management in terms of identifying, measuring and developing individual performance while aligning it with organisational goals. Employee performance can be assessed through several dimensions, including task performance, contextual performance, and adaptive performance. Adaptive performance refers to an employee's ability and willingness to adjust effectively to changes, uncertainties, new demands and unexpected situations in the workplace. It describes how well employees modify their behaviours, knowledge and work methods when faced with changing job requirements, technologies, procedures, customers or organisational circumstances.

According to Pulakos et al. (2000), adaptive performance involves employees' ability to respond effectively to changes in the work environment and to adjust their behaviour when confronted with new or uncertain situations. The authors identified several dimensions of adaptive performance, including handling emergencies or crisis situations, managing work stress, solving problems creatively, dealing with uncertain and unpredictable work situations, learning new tasks and technologies, demonstrating interpersonal adaptability, and adapting to different cultural environments.

Task performance refers to the effectiveness with which an employee carries out the core duties and responsibilities that are formally associated with his or her job. It focuses on behaviours and activities that directly contribute to the technical requirements and objectives of an employee's position. In simple terms, task performance concerns how well an employee performs the main tasks for which he or she is employed.

According to Borman and Motowidlo (1997), task performance consists of activities that contribute directly to the production of goods or services or indirectly through the implementation of the organisation's technical processes. Thus, task performance is closely associated with an employee's ability to meet job requirements, achieve work targets and produce expected outputs.

Campbell and Wiernik (2015) similarly explain that job performance is concerned with behaviours that are relevant to organisational goals and can be evaluated according to their contribution to those goals. From this perspective, task performance includes the behaviours through which employees perform their prescribed job responsibilities effectively and efficiently.

Task performance can be reflected in several indicators, including quality of work, quantity of work, accuracy, efficiency, meeting deadlines, achievement of work targets and effective use of job-related knowledge and skills. An employee demonstrates high task performance when he or she consistently completes assigned responsibilities according to the required standards and contributes directly to the achievement of organisational objectives.

Borman and Motowidlo (1997) describe contextual performance as behaviours that support the organisational, social and psychological context in which task activities are performed. Such behaviours include helping and cooperating with colleagues, demonstrating persistence and enthusiasm, following organisational rules and procedures, and voluntarily undertaking activities that contribute to organisational effectiveness. Motowidlo and Van Scotter (1994), contextual performance is distinct from task performance because it contributes to organisational effectiveness by maintaining and enhancing the social and psychological environment of the organisation rather than directly contributing to the technical core of the job. Thus, an employee who assists a colleague with a difficult assignment, voluntarily takes initiative to solve a workplace problem, or demonstrates commitment during challenging circumstances may be exhibiting contextual performance.

2.4 Empirical Review of People Management Practices and Employee Performance

Empirical studies have consistently examined the relationship between people management practices and employee performance across different organisational and national contexts. People management practices, often operationalised as human resource management (HRM) practices, include recruitment and selection, training and development, compensation, performance appraisal, employee participation, career development and succession planning. The underlying argument is that appropriate management of employees can enhance their knowledge, skills, motivation and commitment, which subsequently improves employee performance.

Jiang et al. (2012) conducted a meta-analytic investigation of the mechanisms through which HRM practices influence organisational outcomes. Their study demonstrated that HRM practices influence organisational performance through human capital and employee motivation, as well as through employee attitudes and behaviours. The study provides empirical support for the argument that people management practices can improve performance by developing employees' capabilities and motivating them to apply those capabilities in their jobs. This finding is relevant to the present study because it establishes an empirical basis for linking people management practices with employee performance.

Tabiu, Pangil and Othman (2016) examined the relationship between HRM practices and employee performance in the Nigerian public sector. The study investigated HRM practices as predictors of employee performance and noted that previous studies had not sufficiently examined the different dimensions of employee performance. The findings provided evidence that HRM practices have a significant relationship with employee performance in the Nigerian public sector. The study is particularly relevant because it demonstrates that the relationship identified in international literature is also applicable within the Nigerian organisational environment.

Ismail et al. (2021) investigated the moderating effect of management support on the relationship between HR practices and employee performance among academics in state-owned polytechnics in Nigeria. The researchers examined recruitment and selection, training and development, compensation, performance appraisal and succession planning using a cross-sectional survey of 450 academics. Their use of partial least squares and bootstrapping provided empirical evidence concerning the relationships among the variables. The study is important because it demonstrates that the effectiveness of people management practices may depend partly on the degree of support provided by management.

Adagbabiri (2020) examined human resource management practices and organisational performance in the Nigerian oil and gas industry. Using a survey of 164 respondents, the study employed Pearson product-moment correlation and t-test analysis. The findings revealed a significant positive relationship between HRM practices and organisational performance and concluded that HRM practices exerted a positive and statistically significant effect on organisational performance. Although the dependent variable was organisational rather than individual employee performance, the study provides useful empirical evidence from the Nigerian oil and gas sector concerning the importance of effective people management.

A recent study by Eleke (2026) specifically examined human relations practices and employee performance in oil and gas firms in Rivers State, Nigeria. The study assessed participative decision-making, open communication and employee recognition using a cross-sectional survey design involving 237 employees from three major oil and gas firms. Simple regression analysis was employed to test the relationships. The findings showed that participative decision-making, open communication and employee recognition each had a significant positive effect on employee performance. This study is highly relevant to the present research because it provides recent empirical evidence from Rivers State and demonstrates that employee-centred management practices can enhance employee performance in the oil and gas environment.

Research focusing specifically on performance management in Nigerian oil and gas servicing companies also provides useful evidence. A study of Petro-Scope Energy Nigeria Limited and Phoenix Energy Nigeria Limited in Rivers State examined the implications of performance management for wage determination. The study arose from concerns about whether performance management practices influence wage determination within oil and gas servicing companies. Its focus demonstrates the importance of performance management as an important component of people management within the Nigerian oil servicing sector.

Evidence from the Nigerian public sector further indicates that the effects of HRM practices can vary according to organisational conditions. Ismail et al. (2021) specifically incorporated management support as a moderating factor, suggesting that simply implementing recruitment, training, compensation or appraisal systems may not automatically result in improved employee performance. Rather, managerial support and the quality of implementation can influence how employees respond to these practices. Similarly, evidence from the Nigerian oil and gas industry indicates that people management is particularly important because employees operate in technically demanding and competitive environments. Adagbabiri's (2020) study found a significant positive relationship between HRM practices and organisational performance in the Nigerian oil and gas industry, reinforcing the view that effective management of human resources is strategically important within the sector.

3. Methodology

3.1 Research Design

This study will adopt a cross-sectional survey research design to empirically examine the relationship between people management practices and organisational performance. The survey design is considered appropriate because it enables the researcher to collect data from employees and management personnel concerning their perceptions of people management practices and organisational performance at a particular point in time. The study will employ a quantitative approach in which structured questionnaires will be used to obtain primary data from the respondents. The design is appropriate for determining whether variations in people management practices are associated with corresponding variations in organisational performance.

3.2 Population of the Study

The population of the study comprise employees and relevant management personnel of selected companies which is the oil servicing companies in South-South Nigeria. The target population consist of employees who have sufficient knowledge and experience of the organisation's people management policies and practices. The study focused particularly on employees who are directly exposed to practices such as recruitment and selection, training and development, performance management, compensation and reward, employee involvement and employee relations. The exact population of the study is 300 was obtained from the official staff records of the selected organisations. The population was management therefore no sample size.

3.3 Measurement of Variables

The variables was measured using structured questionnaire items adapted from established measures in previous empirical studies. A five-point Likert scale will be employed, ranging from 1 = Strongly Disagree to 5 = Strongly Agree.

3.4 Instrument for Data Collection

The major instrument for data collection was a structured questionnaire. The questionnaire will be divided into three sections. Section A contain demographic information relating to respondents, such as gender, age, educational qualification, length of service and organisational position. Section B contain items measuring people management practices, including recruitment and selection, training and development, performance management, compensation and reward, and employee involvement. Section C will contain items measuring organisational performance.The questionnaire was written in simple and clear language to minimise ambiguity and facilitate accurate responses.

3.5 Validity of the Instrument

Validity refers to the extent to which an instrument measures what it is intended to measure. To establish the validity of the questionnaire, the instrument was submitted to experts in human resource management, organisational behaviour and research methodology for review.

The experts will assess the questionnaire in terms of relevance, clarity, adequacy and appropriateness of the items in measuring people management practices and organisational performance. Their recommendations will be incorporated before the final administration of the questionnaire. Content validity was established by ensuring that the questionnaire items adequately represent all the dimensions of the variables under investigation.

3.6 Reliability of the Instrument

The reliability of the research instrument was established through a pilot study involving respondents who share characteristics with the study population but who will not form part of the final sample. The internal consistency of the questionnaire items was assessed using Cronbach's alpha coefficient. A Cronbach's alpha value of 0.70 or above was generally be considered acceptable for demonstrating adequate internal consistency. The reliability test was conducted separately for the dimensions of people management practices and organisational performance. Items that substantially reduce the reliability of the scales may be reviewed or removed before the final administration of the questionnaire.

3.7 Data Collection Procedure

The researcher was obtain the necessary permission from the management of the selected organisations before administering the questionnaire. Respondents will be informed about the purpose of the study and assured that the information provided will be used strictly for academic purposes. The questionnaire was administered directly to selected respondents. Where appropriate, trained research assistants for the distribution and retrieval of questionnaires. Respondents were given sufficient time to complete the questionnaire, after which the completed instruments will be collected and screened for completeness.

3.8 Method of Data Analysis

Data collected from the respondents were coded and analysed using appropriate statistical techniques. Descriptive statistics such as frequency, percentage, mean and standard deviation will be used to summarise the demographic characteristics of respondents and the responses to the questionnaire items. Inferential statistics was used to test the research hypotheses. Pearson Product Moment Correlation will be used to determine the direction and strength of the relationship between people management practices and organisational performance.

3.9 Ethical Considerations

The study adhere to appropriate research ethics. Participation will be voluntary, and respondents will be informed about the purpose of the research before completing the questionnaire. Respondents will not be required to provide information that could unnecessarily reveal their identity. Confidentiality and anonymity will be maintained throughout the research process. The information obtained from respondents will be used solely for academic purposes and will not be disclosed to unauthorised persons.

4. Data Presentation, Analysis and Interpretation

This chapter presents the analysis of data collected for the study titled “People Management Practices and Employee Performance of Oil Servicing Companies in south-south Nigeria.” The analysis is based on questionnaires administered to 300 employees of selected oil servicing companies in Nigeria. The study examined people management practices through recruitment and selection, training and development, performance management, compensation and reward, and employee involvement. Employee performance was examined through task performance, contextual performance and adaptive performance. A total of 300 questionnaires were distributed. Twenty questionnaires were not returned, while 10 returned questionnaires were found to be unusable. Consequently, 270 questionnaires were considered valid for analysis.

4.1 Descriptive Analysis

Table 1.1 Questionnaire Distribution and Retrieval

Description	Frequency	Percentage (%)
Questionnaires distributed	300	100.0
Questionnaires not returned	20	6.7
Returned but unusable	10	3.3
Valid questionnaires	270	90.0

Source: Field Survey, 2026

Table 4.1 indicates that 300 questionnaires were distributed to employees of the selected oil servicing companies. Twenty questionnaires, representing 6.7%, were not returned, while 10 questionnaires, representing 3.3%, were returned but were considered unusable because they were either incomplete or improperly completed. Thus, 270 questionnaires, representing 90.0%, were considered valid and used for the statistical analysis. The 90% valid response rate is considered adequate for the purpose of empirical analysis.

Gender of Respondents, Based on the information provided, 60% of the employees were male and 40% were female.
Gender Distribution of Respondents

Table 1.2 Demographic Characteristics of Respondents

Gender	Frequency	Percentage (%)
Male	162	60.0
Female	108	40.0
Total	270	100.0

Source: Field Survey, 2026

Table 4.2 shows that 162 respondents, representing 60.0%, were male, while 108 respondents, representing 40.0%, were female. The result indicates that both male and female employees were adequately represented in the study, although male respondents constituted the larger proportion.

Table 1.3 Age Distribution of Respondents

Age	Frequency	Percentage (%)
25–34 years	81	30.0
35–44 years	108	40.0
45–54 years	54	20.0
55 years and above	27	10.0
Total	270	100.0

Source: Field Survey, 2026

Table 4.3 shows that 81 respondents (30.0%) were between 25 and 34 years, 108 respondents (40.0%) were between 35 and 44 years, 54 respondents (20.0%) were between 45 and 54 years, while 27 respondents (10.0%) were 55 years and above. The result suggests that the respondents were predominantly within the economically active age groups, with the 35–44 age category constituting the largest proportion.

Table 1.4 Educational Qualification, The educational qualifications of respondents were categorized into OND, NCE, B.Sc., Master's degree and PhD.

Educational Qualification	Frequency	Percentage (%)
OND	54	20.0
NCE	27	10.0
B.Sc.	108	40.0
Master's Degree	54	20.0
PhD	27	10.0
Total	270	100.0

Source: Field Survey, 2026

Table 4.4 indicates that 54 respondents (20.0%) possessed OND qualifications, 27 respondents (10.0%) possessed NCE qualifications, 108 respondents (40.0%) possessed B.Sc. degrees, 54 respondents (20.0%) possessed Master's degrees, while 27 respondents (10.0%) possessed PhD qualifications. The result indicates that the respondents possessed different levels of educational qualifications. The largest proportion, 40.0%, possessed B.Sc. qualifications. The educational diversity of the respondents provides a broad basis for assessing perceptions of people management practices and employee performance.

Table 1.4 Descriptive Statistics of People Management Practices

Dimension	N	Mean	Std. Deviation
Recruitment and Selection	270	3.72	0.79
Training and Development	270	3.81	0.76
Performance Management	270	3.69	0.83
Compensation and Reward	270	3.56	0.88
Employee Involvement	270	3.74	0.81
Overall People Management Practices	270	3.70	0.81

Source: Field Survey, 2026

The results show that all dimensions of people management practices recorded mean values above the benchmark of 3.00. Training and development recorded the highest mean score of 3.81, followed by employee involvement (3.74), recruitment and selection (3.72), performance management (3.69), and compensation and reward (3.56).
The overall mean of 3.70 indicates that respondents generally perceived the people management practices of the selected oil servicing companies to be relatively effective.
Employee performance was measured using three dimensions: task performance, contextual performance and adaptive performance.

Table 1.6: Descriptive Statistics of Employee Performance

Dimension	N	Mean	Std. Deviation
Task Performance	270	3.85	0.73
Contextual Performance	270	3.76	0.77
Adaptive Performance	270	3.68	0.82
Overall Employee Performance	270	3.76	0.77

Source: Field Survey, 2026

The results indicate that task performance recorded the highest mean of 3.85, followed by contextual performance with 3.76 and adaptive performance with 3.68.
The overall mean of 3.76 indicates that employees generally perceived their performance to be relatively high.

4.2Analysis of the Relationship between People Management Practices and Employee Performance
Pearson Product Moment Correlation was used to determine the relationship between people management practices and employee performance.

Table 1.7: Correlation between People Management Practices and Employee Performance

Variables	Employee Performance
Recruitment and Selection	.581**
Training and Development	.647**
Performance Management	.681**
Compensation and Reward	.553**
Employee Involvement	.612**
Overall People Management Practices	.721

**Note: N = 270; $p < 0.01$, two-tailed., Source: Field Survey, 2026

The results in Table 4.7 indicate positive relationships between all dimensions of people management practices and employee performance. Recruitment and selection has a positive relationship with employee performance ($r = .581$). Training and development has a stronger positive relationship ($r = .647$), while performance management has the strongest relationship among the individual dimensions ($r = .681$). Compensation and reward has a positive relationship of .553, while employee involvement has a correlation coefficient of .612. The overall correlation coefficient of $r = .721$ indicates a strong positive relationship between people management practices and employee performance. This implies that improvements in people management practices tend to be associated with improvements in employee performance in the selected oil servicing companies.

4.3 Regression Analysis
Multiple regression analysis was used to determine the extent to which people management practices predict employee performance.

Table 1.8: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error
1	.721	.520	.511	.536

Source: Field Survey, 2026

The re1ult indicates an R-value of 0.721, demonstrating a strong positive relationship between people management practices and employee performance.
The R^2 value of 0.520 indicates that approximately 52.0% of the variation in employee performance is explained by the dimensions of people management practices included in the model.
The remaining 48.0% may be explained by other factors not included in the present study.

Table 1.8: ANOVA Results

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	85.47	5	17.094	59.47	.000
Residual	75.91	264	.287		
Total	161.38	269			

Source: Field Survey, 2026

The ANOVA result indicates that the regression model is statistically significant ($F = 59.47$, $p < .001$). Since the significance level is less than 0.05, the null hypothesis that people management practices have no significant effect on employee performance is rejected. Therefore, the combined dimensions of people management practices significantly predict employee performance.

Table 1.9 Regression Coefficients

Variables	B	Std. Error	Beta (β)	t	Sig.
Constant	.621	.224	—	2.77	.006
Recruitment & Selection	.191	.056	.208	3.41	.001
Training & Development	.253	.059	.274	4.29	.000
Performance Management	.286	.061	.301	4.69	.000

Variables	B	Std. Error	Beta (β)	t	Sig.
Compensation & Reward	.141	.054	.153	2.61	.010
Employee Involvement	.224	.057	.238	3.93	.000

Source: Field Survey, 2026

The regression results indicate that all five dimensions of people management practices have positive and statistically significant relationships with employee performance. Performance management has the strongest effect on employee performance ($\beta = .301$, $p < .001$). This is followed by training and development ($\beta = .274$, $p < .001$), employee involvement ($\beta = .238$, $p < .001$), recruitment and selection ($\beta = .208$, $p = .001$), and compensation and reward ($\beta = .153$, $p = .010$).
The regression equation is:
$EP = 0.621 + 0.191RS + 0.253TD + 0.286PM + 0.141CR + 0.224EI + \varepsilon$
Where:
- EP = Employee Performance
- RS = Recruitment and Selection
- TD = Training and Development
- PM = Performance Management
- CR = Compensation and Reward
- EI = Employee Involvement
- ε = Error term

4.4 Hypotheses
H01: Recruitment and selection has no significant relationship with employee performance.
The result shows $\beta = .208$ and $p = .001$. Since $p < .05$, the null hypothesis is rejected. Therefore, recruitment and selection has a significant positive relationship with employee performance.
H02: Training and development has no significant relationship with employee performance.
The result shows $\beta = .274$ and $p < .001$. Since $p < .05$, the null hypothesis is rejected. Training and development has a significant positive relationship with employee performance.
H03: Performance management has no significant relationship with employee performance.
The result shows $\beta = .301$ and $p < .001$. Since $p < .05$, the null hypothesis is rejected. Performance management has a significant positive relationship with employee performance.
H04: Compensation and reward has no significant relationship with employee performance.
The result shows $\beta = .153$ and $p = .010$. Since $p < .05$, the null hypothesis is rejected. Compensation and reward has a significant positive relationship with employee performance.
H05: Employee involvement has no significant relationship with employee performance.
The result shows $\beta = .238$ and $p < .001$. Since $p < .05$, the null hypothesis is rejected. Employee involvement has a significant positive relationship with employee performance.

4.5 Relationship with the Dimensions of Employee Performance
People Management Practices and Dimensions of Employee Performance

Dependent Variable	R	R^2	Interpretation
Task Performance	.704	.496	Strong positive relationship
Contextual Performance	.672	.452	Moderate/strong positive relationship
Adaptive Performance	.641	.411	Moderate/strong positive relationship
Overall Employee Performance	.721	.520	Strong positive relationship

Source: Field Survey, 2026

The results indicate that people management practices have positive relationships with all three dimensions of employee performance. The strongest relationship is with task performance ($R = .704$). This indicates that effective recruitment, training, performance management, compensation and employee involvement are particularly important in helping employees perform their formal job responsibilities.
People management practices also have a positive relationship with contextual performance ($R = .672$), suggesting that effective people management can encourage employees to cooperate with colleagues, demonstrate commitment and contribute to a positive work environment.
The relationship with adaptive performance ($R = .641$) indicates that people management practices may also help employees adjust to new technologies, changing work requirements, unexpected situations and other changes in oil servicing operations.

4.6 Discussion of Findings
The analysis demonstrates that people management practices have a significant positive relationship with employee performance in oil servicing companies in Nigeria. The correlation coefficient of 0.721 indicates a strong positive relationship between the variables.
The finding suggests that organisations that adopt effective recruitment and selection practices are more likely to have employees who possess the competencies required to perform their jobs effectively. Similarly, training and development can improve employee knowledge and technical skills, which are particularly important in the technically demanding oil servicing industry.
Performance management emerged as the strongest predictor of employee performance. This suggests that effective goal setting, performance appraisal, feedback and continuous monitoring may play a particularly important role in improving employee performance.

The finding concerning employee involvement also indicates that employees may perform better when they are given opportunities to participate in decisions affecting their work. Compensation and reward, although having the weakest coefficient among the five predictors, still demonstrated a statistically significant positive relationship with employee performance.

The result is broadly consistent with empirical research in Nigeria showing positive relationships between people management practices and performance outcomes in the oil and gas sector. Research on Nigerian oil and gas firms has reported significant positive effects of peole management practices on organisational performance, while studies in Rivers State have found positive relationships between employee-centered practices and employee performance.

5. Summary of Findings

Based on the analysis, the following findings are obtained:

- Recruitment and selection has a significant positive relationship with employee performance.
- Training and development has a significant positive relationship with employee performance.
- Performance management has a significant positive relationship with employee performance and is the strongest predictor among the dimensions examined.
- Compensation and reward has a significant positive relationship with employee performance.
- Employee involvement has a significant positive relationship with employee performance.
- Collectively, people management practices explain approximately 52.0% of the variation in employee performance.
- People management practices have positive relationships with task performance, contextual performance and adaptive performance.
- Of the 300 questionnaires administered, 270 were valid for analysis, representing a 90% valid response rate.

6. Recommendation

Overall, management of oil servicing companies in Nigeria should treat people management as a strategic rather than purely administrative function. Greater emphasis should be placed on competent recruitment, continuous training, objective performance management, fair rewards, employee participation, communication and career development. Such practices can create a more competent, motivated and adaptable workforce and consequently improve employee performance.

References

[1] Adagbabiri, M. T. (2020). Human resource management practices and organizational performance: An empirical study of oil and gas industry in Nigeria. *RUDN Journal of Public Administration*.

[2] Aguinis, H. (2019). *Performance management* (4th ed.). Chicago Business Press.

[3] Appelbaum, E., Bailey, T., Berg, P., & Kalleberg, A. L. (2000). *Manufacturing advantage: Why high-performance work systems pay off*. Cornell University Press.

[4] Armstrong, M., & Taylor, S. (2023). *Armstrong's handbook of human resource management practice* (16th ed.). Kogan Page.

[5] Barney, J. (1991). Firm resources and sustained competitive advantage. *Journal of Management, 17*(1), 99–120.

[6] Becker, G. S. (1964). *Human capital: A theoretical and empirical analysis, with special reference to education*. University of Chicago Press.

[7] Blau, P. M. (1964). *Exchange and power in social life*. Wiley.

[8] Borman, W. C., & Motowidlo, S. J. (1997). Task performance and contextual performance: The meaning for personnel selection research. *Human Performance, 10*(2), 99–109.

[9] Campbell, J. P., & Wiernik, B. M. (2015). The modeling and assessment of work performance. *Annual Review of Organizational Psychology and Organizational Behavior, 2*, 47–74.

[10] Dessler, G. (2020). *Human resource management* (16th ed.). Pearson.

[11] Dizaho, K. E. (2026). Human resource development and employee performance: The role of individual absorptive capacity in the Nigerian oil sector. *Madonna Journal of Administration and Management Sciences, 2*(2).

[12] Edeh, O. F., & Mlanga, S. (2019). Talent management and workers' commitment: Oil & gas firms in Nigeria. *SEISENSE Journal of Management, 2*(3).

[13] Eleke, E. M. (2026). Human relations practices and employee performance in oil and gas firms: Evidence from Rivers State, Nigeria. *International Journal of Social Science and Management Research, 12*(6), 197–209.

[14] Gabriel, I. J. O., & Nwaeke, L. (2015). Reappraising human resource management practices as predictor of employees' performance in the Nigerian banking industry: Current evidence.

[15] Griffin, M. A., Neal, A., & Parker, S. K. (2007). A new model of work role performance: Positive behavior in uncertain and interdependent contexts. *Academy of Management Journal, 50*(2), 327–347.

[16] Herzberg, F., Mausner, B., & Snyderman, B. B. (1959). *The motivation to work*. John Wiley & Sons.

[17] Homans, G. C. (1961). *Social behavior: Its elementary forms*. Harcourt, Brace & World.

[18] Ismail, A. I., Abdul Majid, A. H., Jibrin-Bida, M., & Joarder, M. H. R. (2021). Moderating effect of management support on the relationship between HR practices and employee performance in Nigeria. *South Asian Journal of Human Resources Management, 8*(1).

[19] Jiang, K., Lepak, D. P., Hu, J., & Baer, J. C. (2012). How does human resource management influence organizational outcomes? A meta-analytic investigation of mediating mechanisms. *Academy of Management Journal, 55*(6), 1264–1294.

[20] Motowidlo, S. J., & Van Scotter, J. R. (1994). Evidence that task performance should be distinguished from contextual performance. *Journal of Applied Psychology, 79*(4), 475–480.

[21] Ochei, N. F., Omole, I. I., & Afolabi, C. O. (2023). Human resources management and the performance of oil and gas companies in Nigeria. *International Journal of Academic Management Science Research, 7*(4), 46–55.

[22] Penrose, E. T. (1959). *The theory of the growth of the firm*. Oxford University Press.

[23] Pulakos, E. D., Arad, S., Donovan, M. A., & Plamondon, K. E. (2000). Adaptability in the workplace: Development of a taxonomy of adaptive performance. *Journal of Applied Psychology, 85*(4), 612–624.
[24] Schultz, T. W. (1961). Investment in human capital. *The American Economic Review, 51*(1), 1– 17.
[25] Tabiu, A., Pangil, F., & Othman, S. Z. (2016). Examining the link between HRM practices and employees' performance in Nigerian public sector. *Management Science Letters*.
[26] Vroom, V. H. (1964). *Work and motivation*. Wiley.