International Journal of Capacity Building in Education and Management (IJCBEM), Vol. 3, No 2, March, 2017.
Website: http://www.rcmss.com. ISSN: 2350-2312(Online) ISSN: 2346-7231 (Print)
Mamedu, Ogwime Peter, 2017, 3 (2):52-58

EVALUATING EMPLOYEES' PERFORMANCE IN ECONOMIC RECESSION: THE CASE OF NIGERIA

Mamedu, Ogwime Peter, Ph.D
University Of Port-Harcourt, Business School

ABSTRACT

Employee performance management is key to the achievement of levels of national economic development, growth and productivity of a nation. Employee performance is the pivot upon which the quality of work-Life of a nation is built. This is why the measurement of employee performance is important as a driver of performance especially across the organized private sector in recession. The author briefly examined U.K and Brazil's economic recessions and how Nigeria is combating its recession and its impact on employee performance? Several recommendations towards stemming Nigeria out of recession were proferred to include rehabilitation and building of new refineries. As we attempt to discuss the subject before us, it is proper that we recognize the key words stated below which have been treated contextually within the body of the paper.

Key Words: Evaluating; Employee Performance; Evaluating Employee Performance; Nigeria In Recession

INTRODUCTION

Evaluation is simply a systematic process of appraising, quantifying, examining, determining the levels of performance or output of an employee on a given job description over time and in line with set standard. The cumulative result of individual employees' performance amounts to the productivity of the organization. The aim of evaluation is to determine the relevance and fulfillment of objectives, efficiency, effectiveness, impact and sustainability - as set out in the organisation's Evaluation Policy. Employee evaluation of performance or assessment is a systematic procedure for measuring the behavior of staff.

This may involve testing by posing a set of questions in a uniform manner. Because a test is a form of assessment which answers such question as "How well does the individual perform – either in comparison with others or in comparison with a domain of performance tasks? Test is therefore a measurement tool for obtaining a numerical description of the degree to which an employee possesses a particular characteristic. It is a scientific and dynamic process that involves: Information gathering; and Information processing towards Value Judgment and Qualitative Improvement Decision making. What therefore constitute EP?

EMPLOYEE PERFORMANCE (EP)

Every organization has been established with certain objectives to be achieved. These objectives can be achieved by utilizing such resources like men, machines, materials and money. All these resources are important but out of these resources, manpower is the most important. It plays an important role in performing tasks for accomplishing the goals. The question arises regarding how these resources are utilized by manpower in a business environment that is changing drastically. The environmental factors are uncontrollable. They are beyond the control of management of firms. However, organisations have to adjust with the external factors to do the business in the market.

Every manager must have effective working knowledge of environmental factors like social, cultural, legal, political, economic, technology and competition since they change very fast. Otherwise, plans will misfire. In the present situation, it is difficult to predict about anything. It is uncertain to say what will happen tomorrow. Again, the need for highly skilled and dedicated manpower who can give the best output is high. Nowadays, the markets are also very competitive and there is cut throat competition. For every organization, it is difficult to start, survive, stabilize and excel in the business.

Please note that the word social refers to attitudes, orientation, behavior, which take the interest of others into consideration. It is the basis upon which corporate values are rooted and therefore the basis of capitalism . The firm that gets the advantage over other competitors through their talented and dedicated manpower can take the lead in the market. The contribution of employees on job is the most important factor for development and excellence in business. The performance of employees on different jobs in close coordination is needed for success of organisations.

Employees perform different jobs in different organizations including production, storage, manufacturing, transportation, marketing, purchasing, distribution, promotion of business, finance and accounting, human resource, research and public relations. All these activities are inter-related to achieving corporate targets. This will have great impact on the total production, sales, profit, progress and market position of the company in the market.

Various factors like skills, training, motivation, dedication, welfare, management policies, fringe benefits, salary and packages, promotion, communication etc. are responsible to encourage the people to work sincerely and give their best output.

Management should take timely steps in that direction to position, develop and motivate employees to actually exceed corporate targets. Finally, the company may take the lead in the market and grab the opportunities available in it. Higher employee Performance is the ultimate expectation of every organization and the reason for evaluating employee performance

ADVANTAGES OF HIGHER EMPLOYEES' PERFORMANCE

Following are advantages of higher performance to the individuals, organization, society and nation as a whole:

(a) The productivity of individual on the job increases.
(b) Employee gets job satisfaction.
(c) Psychological problems of employees come to low level.
(d) Involvement of employees in their jobs increases.
(e) A sense of commitment and loyalty among employees develop.
(f) Employees get higher salaries and incentives on production basis.
(g) Quality and quantity of the total production increase.
(h) Sales and market shares of the company in the market improves.
(i) Profit improves and that leads to progress of the business.
(j) Good-will of the organization goes high.
(k) All these contribute to the development of national economy and living standard of the society as a whole.

PERFORMANCE MANAGEMENT (PM)

The main objective of human resources management is to utilize the human resources in the most optimal manner so that targets can be achieved very effectively and efficiently. For this purpose, managing performance of employees as a whole is very important. Performance management maintains, develop and motivate the people at work to give better results. In the present competitive situation, the organisation that gives better results can survive, stabilize, grow and excel in the performance. It helps a lot in achieving the objectives of HRM. Performance management ensures that staff activities assure that goals are consistently being met in an effective and efficient manner. Performance management can focus on performance of the organization, a department, processes to build a product or service, employees, etc.

Employee PM has also been defined as follows:

(a) It is the larger process of defining what employees should be doing, ongoing communication during the year, linking of individual performance to organization needs and the evaluation of performance.

(b) It involves enabling people to perform their work to the best of their ability, meeting and perhaps exceeding targets and standards.

(c) Armstrong and Baron (1998) defined it as “A strategic and integrated approach to increasing the effectiveness of organizations by improving the performance of the people who work in them and by developing the capabilities of teams and individual contributors”

(d) Performance management is the process of creating a work environment in which people are enabled to perform to the best of their abilities.

PM principles are needed wherever in the world people interact with their environments to produce desired effects. Cultures are different but the laws of behavior are the same worldwide.

FUNCTIONS OF EMPLOYEE PERFORMANCE MANAGEMENT

The performance management is mainly concerned with the performance of the people, systems and organization. To achieve this, objective performance management performs a variety of functions. These functions are summarized below:

(a) Create Healthy Work Environment
(b) Develop Performance Plans
(c) Selection of Appropriate People
(d) Decision Regarding Performance Standard
(e) Plans for Development of Employees
(f) Measurement of Performance
(g) Conducts Performance Feedback and Feed Forward
(h) Design Compensation, Recognition and Reward System
(i) Contributes in developing good will

PERFORMANCE MANAGEMENT CYCLE

Using a performance management cycle adds a structure and process to a manager's efforts to help others to reach their potential. Performance management, according to *A Handbook for Measuring Employee Performance*, involves a systematic process of:

- planning work and setting expectations
- continually monitoring performance
- developing the capacity to perform
- periodically rating performance in a summary fashion
- rewarding good performance

Source: Performance Management Cycle

Planning: The supervisor should meet with employees to create their performance plans. The supervisor should establish measurable goals that align to the agency's strategic and operational plans and consult with his/her employees when creating these goals. It is in this planning stage that the supervisor has an opportunity to explain to employees how their performance directly impacts how the agency and work unit will achieve their goals.

Monitoring: The supervisor should monitor employee progress, not only when there is a progress review due, but on a continuous basis throughout the appraisal period. Monitoring gives the supervisor an opportunity to make a course correction or adjust a timeline if it is needed so that employees will produce the desired outcome of successfully achieving the agency's or work unit's goals.

It also provides the opportunity for the supervisor to make employees aware of their progress, whether favorable or unacceptable. Should the supervisor determine the employee has unacceptable performance on any critical element; monitoring performance enables the supervisor to identify the problem early and get an opportunity period in place well before the rating of record is due.

Developing: The supervisor should be able to determine from continuous monitoring whether employees need additional development to achieve their assigned responsibilities. It is important to remember that employee development includes not only remediation but enhancing good performance as well. Types of development could include

- formal training (classroom)
- informal training (online)
- coaching or mentoring
- new work assignments (additional responsibilities)
- details (within current agency or to an outside agency)

Rating: The supervisor will use the knowledge gained from monitoring the employee's performance during the appraisal period to compare that performance against the employee's elements and

International Journal of Capacity Building in Education and Management (IJCBEM), Vol. 3, No 2, March, 2017. Website: http://www.rcmss.com. ISSN: 2350-2312(Online) ISSN: 2346-7231 (Print)
Mamedu, Ogwime Peter, 2017, 3 (2):52-58

standards and assign a rating of record. The final rating should not be a surprise to the employee, particularly when the supervisor and the employee have had numerous performance discussions during the rating period.

Rewarding: The supervisor must make meaningful distinctions when granting awards. Award amounts should be clearly distinguishable between different performance levels that are fully successful or above. Performance management should support compensation decisions.

Every agency has policies that govern performance management that are unique to the agency. Supervisors must, in addition to mastering and consistently applying good planning, monitoring, developing, rating, and rewarding practices, learn and apply those policies as they relate to the agency-specific practices of performance management. For more guidance on agency-specific performance management systems, refer to the agency's policy and procedures manual.
To determine whether they have implemented their agency's performance management system successfully, supervisors need to answer the following questions:

- Does my application of the system encourage better performance, and
- Has performance improved during the appraisal period?

Positive answers reflect effective application of good performance management policies and practices.

CONCERNS OF PERFORMANCE MANAGEMENT

In a nutshell, it can be said that through better performance, the organisation can be more effective in the present competitive situation. The following are the main concern of performance management:

(a) Concerned with Productivity

It is first of all concerned with the output per person/system/machine/group It is concerned with the results achieved, the performance of activities, competencies needed to perform these activities from every individual, group or team/ department and organization as a whole. In the present uncontrollables, risky and rapidly changing environment it is difficult for everyone to survive, stabilize, grow and excel in their performance. Those who are in position to give excellent performance are leaders in the market. They are only grabbing maximum opportunities. Performance management is mainly concerned with better result through processes, input and the required competencies. It is possible through planning, developing, measuring and review of the performance of every one. Performance management plays an important role for effective working of HR management.

To strategise optimally on sustainable productivity, organisations need to continuously operationalise the 8 Ps depicted in the diagram below:

Source: The 8Ps of Marketing Strategies

(b) Concern with Planning of Performance
Performance management is concerned with planning the performance of people at work for better result in future. This means defining expectations expressed as objectives and in business plans. It plans the roles of everyone, standards of performance to be given in advance so that the actual performance can be compared with these standards. The performance of individual or group is aligned with the goals of the organization.
(c) Concern with Performance Measurement and Review
The next concern is to measure the output of individuals and systems periodically. Further it is to compare with the standards already fixed . This shows the position of the performance whether the result is in the required direction or not. If the result is as per the planning then it is to be maintained otherwise it needs the remedial action for improvement. This position must be reviewed further for better result also

INTEREST IN CONTINUOUS IMPROVEMENT

Performance management philosophy is based on innovation in every area of the organization. Concern with continuous improvement is based on the belief that continually striving to reach higher and higher standards in every part of the organization will provide better performance and will be in position to give competitive advantage to the organization over its competitors This means clarifying what organizational, team and individual effectiveness look like and taking steps to ensure that those defined levels of effectiveness are achieved. As Armstrong and Murlis said that helps in establishing a culture in which managers, individuals and groups take responsibility for the continuous improvement of business processes and of their own skills, competencies and contribution.'

(d) Concerned with Continuous Development
It follows the Japanese concept of Kaizen. Performance management is concerned with creating a culture in which organizational and individual learning and development is a continuous process. HR managers are putting their efforts for creating a healthy working environment for every one. That is very helpful for learning and work. People learn from success and face the challenges in their routine functioning.

BENEFITS OF PERFORMANCE MANAGEMENT
Performance management is a very important part of human resource management. The focus of it is on development aspects of individual and organisation performance. In present highly competitive environment, a high degree of skill and commitment is needed to understand the environment and perform accordingly. Everybody is benefited by actions of performance management. The process is a natural, self-inspired performance process and appropriately named the self- propelled performance process (SPPP). It is claimed that the self-propelled performance management system is:
(a) The fastest known method for career promotion;
(b) The quickest way for career advancement;
(c) The surest way for career progress;
(d) The best ingredient in career path planning;
(e) The only true and lasting virtue for career success;
(f) The most neglected part in teachings about management and leadership principles;
(g) The most complete and sophisticated application of performance management;
(h) The best integration of human behaviour research findings, with the latest management, leadership and organisational development principles;

(i) The best automated method for organisational change, development, growth, performance and profit;
(j) The quickest way for career building, career development and moving up on the stepping stones of the corporate career ladder;
(k) The surest and fastest way for increased motivation, productivity, growth, performance and profitability for both the individual and the organisation;
(l) The best career builder and career booster for any career; and inspirational, as it gets people moving, makes them self-starters in utilizing own talents and initiative, automatically like magic.

It helps in creating good work environment of openness, mutual trust, cooperation and team spirit. People work with their high degree of motivation and without work stress. In healthy working environment people work in team and that leads to multidimensional benefits to individuals, teams, departments, sections, divisions and organisation as a whole.. The benefits of it are numerous and these are financial and non-financial both. Managing employee or system performance facilitates the effective delivery of strategic and operational goals. Following are the gains from performance management:

FINANCIAL GAINS

Financial gains from performance management are:
(i) Improved productivity.
(ii) Reduced costs due to sincere and skilled manpower.
(iii) Complete projects well in time because every one is giving his best performance at work.
(iv) Aligns the organizational and individual goals to avoid all delays in performance.
(v) Through proper and timely communication the objectives are clarified with the desired action achieved from employees as management wants.

NON-FINANCIAL GAINS

Following are non-financial gains from performance management:
(i) Healthy work environment that is devoid of work stress for employees.
(ii) Optimizes incentive plans to specific goals for over achievement, not just business as usual
(iii) Employees feel satisfied when the working environment is friendly.
(iv) Employees derive the opportunity for further career development, training and promotion, e. t c.
(v) A sense of belonging, attachment and commitment develops among employees.
(vi) It leads to a high degree of motivation of employees and further create a sense of loyalty towards the organisation.
(vii) Persons understand the importance of their roles and get engaged in contributing to the organisational goals.
(viii) Creates transparency in approach and dealings among employees.
(ix) High confidence in organisation and its different processes like salary, bonus, promotion etc.

METHODS OF EVALUATING PERFORMANCE MANAGEMENT

How do we evaluate employee performance? There are many ways to quantify or evaluate employee performance.

3.1) Multisource Feedback or The 360 Degree Performance Management System (PMS)

Under the 360 degree PMS, multiple constituencies -- including managers, peers, direct reports, and/or customers -- are asked to evaluate an individual. 360 Degree assessment enables you to look at your employee from every angle. It is an objective, competency-based approach that surveys an individual, their peers, managers, direct reports, and in some cases external sources such as customers and suppliers or other interested stakeholders.

The 360 Degree Performance Management System brings solutions to many problems that are common place throughout many organisations.
360 Degree Assessment tool are used to:

- Provide a 'gap analysis' between personal perception and others' perceptions of individual and team performance.
- Focus managers and staff on performance areas that need development.
- Recongnise and maintain areas of individual and team strength.
- Approach performance issues in a non-confrontational, constructive manner (due to the confidentiality and anonymity of the process).
- Develop performance improvement plans for individuals and teams.
- Develop individual or team-based training needs analysis programmes.

The process starts with the development of questions in consultation and continues through to the delivery of the performance management reports and recommendations. All the key decision makers in the performance management process can track its progress using an online monitoring tool. Each performance review process is a robust individual corporate process. Your entire performance management system will be tailored to reflect your culture and desired focus.

MANAGER EVALUATIONS

In most organizations, the performance appraisal process begins when a manager rates an employee on a series of attributes. For example, in one business, managers rated their front-line employees on whether they "demonstrated positive energy by handling customer issues on the spot." In another company, supervisors were evaluated on their ability to "articulate a compelling vision for the future" and "build relationships across organizational boundaries."

Gallup consultants are often asked to statistically validate performance appraisal ratings against objective performance criteria. In many cases, the ratings don't correlate in any meaningful way to measurable outcomes. Often, there is no correlation, or worse, a negative one. In some cases, employees with the highest performance levels received the lowest ratings, and as a result, the least rewards. The end result is that the system weeds out top performers while rewarding mediocre ones.
Why does this happen? Because manager ratings are inherently subjective -- and this subjectivity only increases when the appraisals are linked to financial incentives such as merit pay raises. In one company, employees referred to the performance appraisal as "that form you need to fill out to give a person a raise."

Systems like this have serious unintended consequences for a company. When managers control their employees' ratings -- and thus, their year-end raises -- employees will focus on currying favor with their managers rather than trying to engage their customers or increase their productivity. In essence, the system rewards toadies, not high performers.

Why then, do so many organizations rely on manager appraisals? A major reason is that they're easy to use -- any employee can be rated on the same scale using the same form. And it would be a terrific solution -- if only it would work.

STAFFING REVIEWS

Staffing reviews are management team meetings in which managers rank, evaluate, and discuss the employees in the organization. Prior to the staffing review session, each participating manager lists the names of the employees he or she supervises. As objectively as possible -- and using a good balance of valid performance measures -- the managers then group those employees into three categories: top, middle, and bottom performers. (Sometimes a fourth category is included for employees who are new to their positions).

In the meeting, each manager goes through his or her list and shares the names that appear in each category. As they discuss and justify their classifications, others on the management team may challenge the manager when they have a different perspective on or evaluation of an employee. The management team incorporates any reclassifications and arrives at a final grouping of the employees by their level of performance.

Force-ranking employees into top-, middle-, and bottom-performing groups has intensified this process in some companies. General Electric sorts employees into these three categories, then systematically weeds out the bottom 10%. Other companies have adopted forced-ranking evaluation systems too, including IBM, Hewlett-Packard, Ford, and Sun Microsystems.To be sure, this forced-ranking evaluation method is controversial. Although it actively differentiates performance in the workplace, studies have shown that it has negative side effects: Forcing the identification of a given proportion of bottom performers -- even in top-performing teams -- can alienate some employees and impede their development. But forcing a fixed proportion of employees into performance categories may not be necessary. The key to effective staffing reviews is not in the ranking, but in the discussions about it.

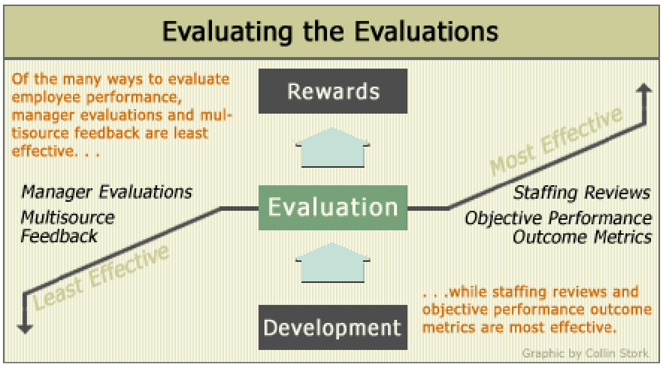
There are three aspects to the staffing review process that make it a best practice:
i. Increasing transparency. Although the managers are asked to evaluate or rank-order the employees in the organization, they must defend their judgments to their peers. This intensifies the process as compared to an appraisal that stays between the manager, the employee, and the HR department. The discussion within the management team reduces some of the subjectivity and frequently increases the credibility of the evaluations as well.
ii. Driving the development of talent. The moderator or management team leader will ask questions like these:

- What qualities do our top performers have, and what do they do that sets them apart?
- What must the company do to keep them?
- How can we support them and help them develop and grow?

At the same time, it's also necessary to ask: Which employees consistently underperform, and why? How can the company best deal with them?
All of these are crucial questions leaders should address on a regular basis. Without a formal staffing review process, however, questions like these usually aren't asked, let alone focused on.
iii. Increasing accountability. Review sessions are usually conducted two to four times a year. In these sessions, managers reveal and discuss employees' performance. They may also decide to promote high-potential employees across business units, put a number of top performers on special assignments, or recast employees who have been underperforming. One or two quarters later, the same

process takes place, and any lack of follow through will be blatantly visible to the management team. When executed well, staffing reviews may be your most effective approach to holding employees accountable.

One warning: Staffing reviews don't work with executive teams that are out of touch with their employees. But when the sessions are grounded in ongoing, one-on-one performance conversations between managers and employees, enlarging the discussion to include the management team adds tremendous value to identifying and managing talent and establishing accountability.



Source: Methods Of Evaluating Performance Management

PERFORMANCE MEASUREMENT

Using a measurement-based performance appraisal process is the most *objective* approach to evaluating employees. One of its significant advantages is that it makes the process predictable for employees; they'll know just what they need to do to earn rewards. And placing the focus on objective financial, productivity, quality, or customer outcomes is much more useful than focusing employees on pleasing their managers.

Clearly, the challenge is to measure the right outcomes and to balance them properly for each role. Every measure has a downside, so a balanced approach usually provides a more accurate way to quantify an employee's performance. For instance, a metric that reflects a salesperson's revenue generation won't reveal anything about the quality of that rep's customer relationships or the loyalty he or she inspires. For that, managers must include measures of loyalty and customer engagement as part of the overall scorecard. Similarly, a scorecard that measures a service department on the sheer number of cars it repairs -- but fails to include a measure of how many cars were later returned because they were not correctly fixed -- could drive the wrong behavior.

Of course, it's easier to quantify performance for some roles than it is for others. Companies generally have much more rigorous measures of a salesperson's performance than of a receptionist's; where reps have quotas, receptionists don't generally have obvious outcome metrics. However, objective performance measurement is possible more often than not if managers would just look for outcomes to measure. When solid measures are identified and employees are focused on and rewarded directly for improving their measured performance, the result is usually a refreshing degree of dedication and persistence, as well as high levels of ownership and engagement.

Measurement-based scorecards usually reveal a wide variance among employee performance levels. Without an objective standard, companies may not be aware where performance gaps exist. In a welldifferentiated pay-for-performance system, this range ensures significantly greater rewards for top performers than it does for bottom performers, which in turn helps your company retain your top performers and sort out those who don't perform.

THE 'BALANCED SCORECARD'

A balanced scorecard is a performance metric used in strategic management to identify and improve various internal functions of a business and their resultant effects on external outcomes.
The balanced scorecard was first published in 1992 in a Harvard Business Review article by Dr. Kaplan and Dr. Norton. It is used to reinforce good behaviors in an organization by isolating four separate legs that are analyzed below:

i) Information is collected and analyzed from four aspects of a business. First, learning and growth are analyzed through the investigation of training and knowledge resources. This first leg handles how well information is captured and how effectively employees utilize the information to convert it to a competitive advantage over the industry.

ii) Business processes are evaluated by investigating how well products are manufactured. Operational management is analyzed to track any gaps, delays, bottlenecks, shortages or waste.

iii) Customer perspectives are collected to gauge customer satisfaction with quality, price and availability of products or services. Customers provide feedback regarding the satisfaction of their needs and wants being met with current products.

iv) Finally, financial data such as sales, expenditures and income are used to understand financial performance. These financial metrics may include dollar amounts, financial ratios, budget variances or income targets.

These four legs encompass the vision and strategy of an organization and require active management to analyze the data collected. Therefore, the balanced scorecard is often referred to as a management tool, not a measurement tool.

CHARACTERISTICS OF HIGH-PERFORMING COMPANIES

To review, highly successful performance-driven companies often shy away from subjective manager appraisals and multisource feedback. Surveys like 360s, if they are used at all, are best used as development tools, not as part of a performance management system.
The best performance-driven companies are outcomes-focused. They define and rigorously measure success at every level in the organization. Those measures ultimately help to focus every person, team, department, and business unit on driving performance and results.
This staffing reviews and the use of objective performance metrics are by far the most effective ways to establish a performance-driven culture that delivers results.

RECESSION, EMPLOYEE INVOLVEMENT AND PERFORMANCE

Economic recession is typically defined as a decline in gross domestic product (GDP) for two or more consecutive quarters. GDP is the market value of all goods and services produced within a country in a given period of time. An example of one type of GDP would be the value of all the automobiles produced within Nigeria for one year. GDP only takes into account new products that have been manufactured and not those for resale.

It is a period of general economic decline and is typically accompanied by a drop in the stock market, an increase in unemployment, and a decline in the housing market, slowing economy, reduction in industrial output , high inflation , negative agricultural growth , voluntary cut in production , lay-offs , reduction in wages , shutting down of companies etc .

The blame for a recession generally falls on the federal leadership, the president himself, the head of the Federal Reserve, or the entire administration. List of Countries Currently in 2017 Recession are Venezuela, Brazil, Greece, Russia, Ecuador, Nigeria, Canada, Iraq, Russia, Libya, Azerbaijan, Kazakhstan while the following Countries are also on the Brink of Recession: Mexico, Angola, Saudi Arabia, Qatar, China, UAE.

FACTORS THAT CAUSE RECESSIONS

i) High interest rates are a cause of recession because they limit liquidity, or the amount of money available to invest.

ii) Inflation refers to a general rise in the prices of goods and services over a period of time. As inflation increases, the percentage of goods and services that can be purchased with the same amount of money decreases.

iii) Reduced consumer confidence. If consumers believe the economy is bad, they are less likely to spend money. Consumer confidence is psychological but can have a real impact on any economy. This is what is going on in the country Nigeria today.

iv) Reduced real wages- This refer to wages that have been adjusted for inflation. Falling real wages means that a worker's paycheck is not keeping up with inflation. The worker might be making the same amount of money, but his purchasing power has been reduced.

v) Social Problems such as bribery and corruption, willful destruction of capital equipments, inordinate quest for imported goods, excessive cost of governance among others were responsible for the current level of recession in Nigeria.

THE UK RECESSIONAL EXPERIENCE

The recession following the financial crises of 2008 was associated with public debts in Great Britain. A study by Van Wanrooy et.al (2013) on staff recessional experience in London at the time averred the following findings :

1. As a result of staff recessional experience, high percentage of work days were lost through employee sickness, absenteeism. The work place was therefore weakened by organizational performance measures such as financial performance, labor productivity and quality were negatively affected. Staff welfare and well-being were also weakened.

2. Generally, the study suggested that recession had limited impact on the involvement – well-being – performance nexus.

3. That role-involvement is not related to performance.

4. Weakened job satisfaction negatively affected quality- wherever it was not dealt with.
5. The result between anxiety and depression was found to be consistent in the sense that depression was to more strongly related to absenteeism and it entails low arousal and leads to passive and withdrawal behaviors. On the other hand, anxiety was found to involve more activated states - minimum of which are required for people to attend work (Heady, woods & wall 2003).

6. However, the recession did not fundamentally shift the employment relations space. (Van Wanrooy et.al., 2013).

Two fundamental questions that could arise from the London survey discussed above are whether the:
(i) Degree of involvement have a beneficial effect on the ability of organizations to withstand the recession? and
ii) Recession altered the relationships between involvement, well-being and performance?

THE BRAZILIAN RECESSIONAL EXPERIENCE

Corporate organizations in Brazil are currently managing their recession as follows:

a) Pricing strategies, positioning and management of message are no more effective. The 8-Ps are therefore being reviewed consistently.
b) Consumers are tightening their spending and there is a decrease in governmental expenditure for luxury goods and infrastructure.
c) There is difficulty in getting some goods as retailers cannot afford some stock. City-centers thus command more of luxury stores than is available in the interior.
d) Virtual selling platforms and cities are used to drive consumer spending.
e) There are difficulties in recruiting top talent for positions across companies. This has had negative impact on brands, profits and economic growth of organisations.
f) Establishment of franchise had become a viable option for merchandising.

HOW IS NIGERIA MANAGING HER CURRENT 2016 /17 RECESSION?

i) Asset divestment, stable oil production and expansion of economic infrastructure are part of the strategic plans of the Nigerian government to haul the troubled economy out of recession and restore growth so said Udoma Udom (2016).
   According to Yemi Osinbajo (2016) the Acting President, an Economic Recovery and Growth Plan, ERGP, 2017-2020 has been established. The ERGP had prioritised 12 strategies to include:
ii) Privatization of 'selected' public asset; cutting costs of governance; restoration of crude oil production to 2.2 million barrels per day (mbpd), targeting 2.5mbpd by 2020; investment in critical infrastructure, especially electricity, roads, and railways to support investments; and revamping the country's refineries.
iii) Others are: expansion of social investment programmes; improving the ease of doing business in the country; accelerated implementation of National Industrial Revolution Plan; exports promotion; agricultural transformation; improving skills, and enhancing growth.

Nigeria is also making efforts to secure funds from multilateral agencies and China to address this malaise. The nation and the global community currently await the implementation and result of ERGP.

According to the Minister of Budget & Planning—Mr. Udoma Udo Udoma, the strategic thrust of the 2017 budget is ensure that Nigeria gets out "of this recession and back on the path of growth" and to achieve this, "government must find the resources to spend on infrastructure, and to spend to reflate the economy". The central government's game plan is to "stimulate and attract private sec-tor capital and private sector spending" with government spending. To achieve this, the government intends to spend about 30.7% (₦2.24 trillion) of aggregate expenditure on Capital Expenditure (CAPEX) compared to ₦1.77 trillion in 2016 (22% of aggregate spending). Despite the big rhetoric on CAPEX, the budget still remains heavy on non-debt recurrent expenditure which is 41% of aggregate spending for 2017 (₦2.980 trillion) compared to ₦2.646 trillion in 2016 (36% of aggregate spending). This implies that personnel and overhead costs are on the rise. Debt service will be 23% of aggregate spending in 2017 (₦1.66 trillion) compared to 20% in 2016 (₦1.475 trillion).

While fiscal policy makers have often touted Nigeria's benign debt to GDP ratio as a strong positive implying greater borrowing capacity, the largely ignored red flag remains the country's debt to revenue position. Based on these estimates, Nigeria will be spending as much as ₦33 of every ₦100 earned in debt servicing in 2017. This scenario creates a fiscal time bomb that will diffuse in the medium term. At the moment, it also cripples the country's capacity to splurge on infrastructure and also undertake other investments in social overheads. On the revenue side, oil revenues are projected to rise by 176% to ₦1.985 trillion in 2017 (₦0.718 tril-lion; 2016) largely on the back of reforms. On the flip side non-oil revenues are projected to shrink by 6% to ₦1.373 trillion in 2017 (₦1.455 trillion; 2016) owing to the failure of reforms, principally in the foreign exchange market, thus affecting corporate performance.

Table 1: Nigeria: Federal Government Budget Summary

	2017		2016		Year-on-year change
	(₦ in trillions)		(₦ in trillions)		
Total Revenues		4.942		3.856	28%
Of which oil revenue:	1.985		0.718		176%
Of which non-oil revenue:	1.373		1.455		-6%
Of which Independent & other revenue:	1.584		1.683		-6%
Total Expenditure		7.298		6.06	20%
Of which non-debt recurrent expenditure:	2.980		2.646		13%
of which Statutory Transfers:	0.419		0.351		19%
Of which Capital Expenditure:	2.240		1.588		41%
Of which debt servicing:	1.660		1.475		13%
Budget Deficit		-2.356		-2.204	7%
Of which financing from Internal Borrowing will be:	1.250		0.984		27%
Of which financing from External Borrowing will be:	1.067		0.900		19%

Sources: Budget Office, Agusto & Co. Research

THE BUDGET'S SORE SPOTS

At a time of dismal economic performance characterised by economic contraction, and weak fiscal communication, the Budget will assume greater importance as a fiscal policy roadmap. However, this budget fell short of expectations. While Keynesian assumptions may be at the root of the government's fiscal plans to spend its way out of the recession, the budget will do little to stimulate private sector confidence for investments for a number of reasons.

Firstly, the demand management strategies deployed by the Central Bank coupled with other knee-jerked polices — such as the arrest of currency traders selling above ₦400/US$ — seem to have attracted little concern in the Budget. This germane issue is at the root of Nigeria's current recession and will remain a deterrent to investors until it is genuinely addressed through the proper policy framework. It has increased Nigeria's macro-risks and even poses greater dangers to the economy than the falling oil prices which initially popped the economic decline.

The inertia towards the FX price controls has led to poor corporate performance which has materially affected the ability of the Federal Inland Revenue Service (FIRS) and the Nigerian Customs Service (NCS) to meet their budgetary revenue targets.

The budget also reflects the statist nature of the Nigerian government. While Keynesian spending models may help prop the economy, the government also needs to embark on macro-economic reforms that will stimulate investments and create jobs simultaneously.

The widening budget deficit especially on the domestic debt market where borrowing is projected to rise by 27% in 2017 will lead to a crowding-out effect on the private sector. The widening deficit at a time of deteriorating macro-indicators like inflation and unemployment will lead to higher borrowing costs for the government. The rise of the yields on the bench-mark debts will also impact private sector borrowing costs and constrict investment capacity.

THE BUDGET'S BRIGHT SPOT

After enduring years of negative rhetoric leading to a hostile investment environment, it's quite ironical to see the oil and gas sector emerge as the bright spot in the 2017 Budget. The oil and gas sector's emergence as the Budget's bright spot has not been as result of increased government spending or increased allocation but largely on the back of progressive macro-reforms. The government is projecting oil revenues will rise by 176% to ₦1.985 trillion in 2017 (₦0.718 trillion; 2016) as a result of macro-reforms principally in the funding of the knotty Joint Venture (JV) cash calls and the sale of oil rounds licenses in 2017.

We like these reforms for a number of reasons and believe it is a game changing policy. In the reforms for the JV cash calls, the government negotiated a significant debt forbearance of 20% on the total debts. This is a resounding victory for the government. In addition to the forbearance, the government also hinged the repayment of the debt balance on the incremental production by the JV partners. This creates an incentive for IOCs and other JV partners to increase production. This higher production levels can only be achieved through greater investments in production assets. The increased investments will have huge multiplier effects on the larger economy as well.

We genuinely hope that the positive effects of the JV reforms will spur the government to embrace macro-reforms in other sectors. These reforms should not only focus on increasing government spending but also seek to raise revenues while stimulating private capital to achieving wealth creation and generating employment.

When the government curbs its statist tendencies and allows a private sector led growth model, we will inadvertently be achieving the much trumped economic diversification as the government's revenue coffers soar from increased tax collection. Overall government will have to have a clearer understanding of the famous accounting line, profit "after" taxes – which implies that corporate Nigeria needs to generate the profits first in order to pay the taxes after

RECOMMENDATIONS

The author agrees with Senator Adesoji Akanbi who averred that Nigeria should battle its Economic Recession by adopting the following measures:
1 In a country where we are spending less than 30 per cent of our income on capital expenditure and more than 70 per cent on recurrent expenditure, getting out of recession will hardly be quick. We must strive to increase our capital expenditure to 60%.
2. The executive, judiciary and the legislature must be ready to make sacrifice by reducing their overheads and security votes.
3. The current administration should reduce local borrowing in order not to be in competition with the private sector because the banks prefer to lend money to the government than the private sector and that will further run down our economy.
4. More still needs to be done to encourage our existing farmers and make farming more attractive to young graduates.

5. Nigeria refineries must be put in good working condition to stop us from spending over 50 per cent of our forex on fuel consumption.
6. Treasury Single Account (TSA) is a good idea and it has helped to curb corruption in the system but the federal government has to ensure that much money is not kept idle in the Central Bank of Nigeria (CBN).
10. Diversification of Nigeria economy to include Solid mineral is imperative.
11) The new development in Ajaokuta Steel Industry is good news and also a positive development towards sustainable growth.
11. The federal government should dwell much on infrastructure concessioning e.g. our four major airports in this country are not generating enough revenue for the government and this can be improved upon through concessioning arrangement.
12. The palliative measure by the present government should take off immediately and all the bureaucracy bottlenecks should be eliminated with immediate effect, so people can enjoy the benefits – the sooner the better.
13. A situation whereby the minister of finance and CBN governor are contradicting each other will erode confidence left in the economy.

Conclusion

Evaluation as a systematic process of determining the level of performance is key to organizational and national productivity and economic development. Organizations are therefore required to wholistically motivate and involve their staff in jobs that guarantee efficient and sustainable goal attainment.

Performance measurement strategies are ultimately used to objectively determine levels of employees' performance as organizations are urged to adopt high performance organizational strategies. Currently, several countries like Nigeria are in recession and are battling same with all their resources.

Sliding into recession should be avoided as it is strenuous to recover from it. Recessional management takes the interventions of government and organizational strategic efforts. Nigeria's strategic approach to managing her recession is gradually working out.

REFERENCES

Armstrong, M and Baron A ., (1998), Performance Management, The new realities, London, Institute o f Personnel and Development.

Federal Government of Nigeria Budget for 2017

Hardy, Gillian E.; Woods, David; Wall, Toby D. Journal of Applied Psychology, Vol 88(2), Apr 2003, 306-314.

Kaplan, R. S. and D.P. Norton (1992) The Balanced Scorecard: Measures that Drive Performance, Harvard Business Review,(January-February): 71-79.

Osibanjo Y., (2016). FG unveils Nigeria Economic Recovery and Growth blueprint with 12 priorities. The Scoop Newspaper Publication.

Udoma U., 2016. Udoma Calls for Action to Tackle Revenue and FX Shortages in 2017. *This Day Live Newspaper Publication*.

Van Wanrooy, B. Brewley, H. Bryson, A. Forth, J. Freeth, S. Stokes, L. Wood, S. (2013) Employment Relations in the Shadow of Recession – First Findings from the 2011 Workplace Employment Relations Study. Basingstoke: Palgrave Macmillan

http://archive.learnhigher.ac.uk/resources/files/business%20comm%20awareness/The%20Financial%20Crisis%20and%20its%20Impact%20on%20the%20UK%20and%20other%20Economies.pdf

https://legacy.juniata.edu

http://www.enzyhub.com/list-of-world-oil-rich-countries-facing-recession-now
https://www.opm.gov/policy-data-oversight/performance-management/performance-management-cycle/developing/understanding-performance-management-process-and-practies.
www.cimaglobal.com
http://www.agusto.com/media/2016/AgustoCo_Economic_Newsletter_Budget_of_Recovery+Growth.pdf.
https://yourbudgit.com/wp-content/.../2017-Publication-BUDGET.pdf
https://www.naij.com/1070889-recommended-13-ways-nigeria-can-pull-recession.html