GUSAU JOURNAL OF BUSINESS ADMINISTRATION (GUJOBA)

Vol. 5 Issue 1, June, 2026; Pp 301 - 311

ISSN: 2811-1702. https://doi.org/10.57233/gujoba.v5i1.26

A Publication of the Department of Business Administration, Federal University Gusau, Nigeria

HUMAN RESOURCE MANAGEMENT AND ORGANISATIONAL CHANGE: THE ROLE OF PERFORMANCE MANAGEMENT AND SUCCESSION PLANNING

***Judith Oghogho AMADASUN and Joy ERIMIFE**
Department of Human Resource Management, Faculty of Management Sciences, University of Benin, Benin City, Nigeria

*Correspondence: Judith.amadasun@uniben.edu

ABSTRACT

This study examined the effect of performance management and succession planning on organisational change in NNPC Exploration & Production Limited. The study was motivated by the need for organisations in the oil and gas sector to remain adaptable in response to rapid technological changes, regulatory demands, and competitive pressures. A survey research design was adopted, and data were collected from employees using a structured questionnaire. A total of 325 questionnaires were administered, out of which 292 were valid for analysis, representing an 89.8% response rate. Data were analysed using descriptive statistics and inferential techniques. The findings revealed that performance management practices have a significant positive effect on organisational change, indicating that effective goal setting, feedback, and appraisal systems enhance organisational responsiveness to change. Similarly, succession planning was found to have a significant relationship with organisational change, suggesting that leadership continuity and talent development improve organisational stability and transformation capacity. The study concludes that performance management and succession planning are key determinants of organisational change in NNPC E&P. The study recommends strengthening performance systems, enhancing succession planning frameworks, and integrating modern HR analytics to improve change outcomes.

Keywords: Performance Management, Succession Planning, Organisational change, Human Resource Management, Oil and Gas Sector, NNPC E&P

1. INTRODUCTION

Organisations operate in highly dynamic and competitive environments where change and continuous improvement have become essential for survival and sustainability. Rapid technological advancement, globalisation, restructuring, and evolving market demands have compelled organisations to embrace organisational change in order to remain competitive and effective. Organisational change therefore refers to the ability of organisations to respond effectively to environmental changes through flexible structures, strategic leadership, and efficient management of human resources. In achieving this change, human resource management practices such as performance management and succession planning have become increasingly important because they help organisations maintain employee productivity, leadership continuity, and operational stability during periods of change.

Performance management plays a vital role in ensuring that employees' goals, behaviours, and outputs are aligned with organisational objectives and change initiatives. Effective performance management systems provide clear expectations, regular feedback, performance evaluation, and reward mechanisms that encourage employees to contribute positively to organisational transformation. Similarly, succession planning ensures the availability of capable and

competent employees who can assume critical leadership and managerial roles whenever the need arises. Through succession planning, organisations are better prepared to manage uncertainties associated with retirement, restructuring, leadership turnover, and organisational expansion. According to Grote (2019), organisations that fail to implement effective succession planning systems often experience leadership gaps, reduced employee morale, and poor organisational continuity during periods of change.

In Nigeria, particularly within the oil and gas industry, organisations are increasingly confronted with environmental uncertainties, digital transformation, operational restructuring, and policy reforms that demand greater organisational change. NNPC Exploration & Production Limited operates in a highly volatile industry where continuous organisational transformation is necessary to maintain competitiveness and operational efficiency. However, many organisations still experience challenges in effectively aligning human resource management practices with organisational change initiatives, thereby affecting employee commitment and organisational performance (Adeyemo, Akinola, & Ogunleye, 2018). Although several studies have examined organisational change and HRM practices generally, limited empirical attention has been given to the role of performance management and succession planning in enhancing organisational change within the Nigerian oil and gas sector. It is against this background that this study examines human resource management and organisational change with emphasis on the role of performance management and succession planning in NNPC Exploration & Production Limited.

2. LITERATURE REVIEW

Performance Management and Organisational change

Performance management is an important human resource management practice that focuses on improving employee effectiveness and aligning individual performance with organisational goals. According to Rao (2016), performance management involves all activities aimed at continuously enhancing employees' job performance in relation to their assigned responsibilities. Similarly, Aguinis (2019) views performance management as a systematic process of identifying, measuring, and developing both individual and team performance in ways that support strategic organisational objectives. In a rapidly changing business environment, effective performance management enables organisations to maintain productivity, monitor employee contributions, and improve organisational change.

One of the major components of performance management is role clarity, which involves clearly defining employees' responsibilities, authority, timelines, and work procedures. Jena (2020) argues that role clarification enhances organisational efficiency by ensuring that employees understand their tasks and align their efforts with organisational goals. Zheng et al. (2016) further noted that effective leadership and feedback mechanisms contribute significantly to employee satisfaction and improved work performance. Through performance reviews, appraisal systems, self-assessment, and feedback mechanisms such as 360-degree appraisal systems, organisations are able to evaluate employee performance and identify areas requiring improvement (Okeke, 2019). However, Hart (2018) observed that performance management systems may fail to achieve desired organisational outcomes where there is inadequate feedback and weak communication between supervisors and employees.

Performance management also contributes to organisational change by motivating employees and improving their readiness to cope with organisational change. Ziyaminyana and Pwaka (2019) assert that effective appraisal systems can enhance employee motivation, commitment, and productivity when organisational and individual goals are properly aligned. Reward systems, recognition, and constructive feedback further strengthen employee engagement and support organisational transformation efforts. In dynamic industries such as the oil and gas sector, performance management provides organisations with the ability to monitor workforce effectiveness and maintain operational efficiency during periods of change. Based on this premise, the study hypothesizes that:

H_{01}: *There is no significant relationship between performance management and organisational change in NNPC Exploration & Production Limited.*

Succession Planning and Organisational change

Succession planning is a strategic human resource management practice aimed at ensuring leadership continuity and organisational sustainability. Armstrong et al. (2020) defines succession planning as an important aspect of talent management that involves identifying, developing, and preparing employees for future leadership and managerial positions within the organisation. Similarly, Kropp (2019) describes succession planning as a process that guarantees organisational continuity by developing employees capable of assuming critical roles when vacancies arise. In modern organisations characterised by uncertainty and constant change, succession planning has become increasingly important in promoting organisational change and long-term stability.

Advancements in technology and the increasing complexity of organisational operations have transformed succession planning practices in many organisations. KPMG (2020) notes that organisations now utilise digital tools and data analytics to improve succession planning processes and decision-making. In addition, contemporary succession planning practices increasingly incorporate diversity, equity, and inclusion principles in order to create broader leadership pipelines that reflect workforce diversity (Mercer & PwC, 2020). Effective communication during the succession planning process also helps employees and stakeholders understand leadership development strategies and organisational expectations.

A properly implemented succession planning system offers several benefits to organisations. El Badawy, Alaadin, and Magdy (2016) argue that succession planning motivates employees by providing clear career advancement opportunities, thereby increasing job satisfaction and commitment. It also enables experienced managers to transfer knowledge and expertise to younger employees through mentoring and coaching, which enhances business continuity (Weisblat, 2018). Furthermore, Martin and O'Shea (2021) assert that succession planning assists organisations in evaluating employee potential and simplifying internal promotion processes. Best (2016) further maintains that organisations with effective succession planning systems are better prepared to handle unexpected leadership transitions and environmental uncertainties. In this regard, succession planning strengthens organisational change by ensuring the availability of competent leaders capable of managing organisational transformation and sustaining operational effectiveness. Consequently, this study hypothesizes that:

H_{02}: *There is no significant relationship between succession planning and organisational change in NNPC Exploration & Production Limited.*

Theoretical Framework

This study is anchored on two major theories which provide explanations for the relationship between human resource management practices and organisational change. These theories help in understanding how organisations adjust to environmental change and how HR practices contribute to effective organisational transformation.

The first theory adopted is the ADKAR Model of Change, which explains organisational change through five stages: Awareness, Desire, Knowledge, Ability, and Reinforcement. The model emphasises employee involvement, readiness for change, and continuous support during transformation processes. It suggests that organisations can achieve smoother transitions and improved employee commitment when workers are properly guided and supported throughout the change process.

The study also adopted the Contingency Theory, which posits that organisational effectiveness depends on the alignment between organisational structures, strategies, and environmental conditions. The theory argues that organisations must adapt their HRM practices and operational systems to suit changes in their external environment in order to remain effective and competitive. This theory is relevant to the study because organisational change requires flexible HR practices capable of responding to environmental uncertainties.

3. METHODOLOGY

This study adopted a survey research design to investigate the role of performance management and succession planning in enhancing organisational change in NNPC Exploration & Production Limited, Benin City, Edo State. The survey approach was considered suitable because it enabled the researcher to gather quantitative information relating to employees' opinions, attitudes, and experiences concerning the variables under investigation. The target population for the study

comprised 1,116 employees of the organisation, including management, senior, and junior staff members. Using the Taro Yamane formula at a 5% margin of error, a sample size of 295 respondents was obtained. To minimise the effect of incomplete or invalid responses, the sample size was increased by 10%, resulting in a final sample size of 325 respondents. Both simple random and stratified sampling techniques were employed to ensure equal representation of the different categories of staff within the organisation.

Primary data were collected through the use of a structured questionnaire administered directly to employees across various departments and units of NNPC Exploration & Production Limited. The questionnaire was divided into two sections. Section A captured demographic information such as age, gender, educational qualification, and years of work experience, while Section B focused on items relating to performance management, succession planning, and organisational change. Responses were measured using a five-point Likert scale ranging from Strongly Agree to Strongly Disagree. To ensure the validity of the instrument, the questionnaire was reviewed by experts and corrections recommended by the research supervisor were incorporated. Reliability of the instrument was established using Cronbach's Alpha technique, and all the study variables recorded reliability coefficients above the acceptable benchmark of 0.70, indicating a high level of internal consistency.

The data gathered for the study were analysed using both descriptive and inferential statistical tools with the aid of the Statistical Package for Social Sciences (SPSS) version 24. Descriptive statistics such as frequencies, percentages, mean, and standard deviation were used to analyse respondents' demographic characteristics and responses to questionnaire items. Inferential statistics, particularly regression and correlation analysis, were employed to test the hypotheses and determine the extent to which performance management and succession planning influence organisational change within the organisation.

4. RESULTS AND DISCUSSION

A total of 325 questionnaires were distributed to respondents. Out of these, 310 were successfully returned, while 292 were considered valid and suitable for analysis, giving a response rate of 89.8%. This section presents the analysis of respondents' demographic characteristics, which include gender, age, marital status, staff category, educational qualification, years of work experience, departmental/unit affiliation within the organisation, and religious background. The results are presented in Table 1.

Table 1: Demographic Profile of Respondents

Demographics	Categories	Frequency	Percent	Cumulative Percent
Gender	Male	125	42.8	42.8
	Female	167	57.2	100.0
	Total	292	100.0	
Age Range	22 - 30	39	13.4	13.4
	31 - 35	48	16.4	29.8
	36 - 40	42	14.4	44.2
	41 - 45	49	16.8	61.0
	46 - 50	40	13.7	74.7
	51 - 55	41	14.0	88.7
	56 years and above	33	11.3	100.0
	Total	292	100.0	
Marital Status	Single	123	42.1	42.1
	Married	169	57.9	100.0
	Total	292	100.0	
Staff Level	SS4 - SS7	60	20.5	20.5
	SS1 -SS3	118	40.4	61.0

Demographics	Categories	Frequency	Percent	Cumulative Percent
	M4 - M6	114	39.0	100.0
	Total	292	100.0	
Educational Status	Diploma	-	-	-
	First Degree	71	24.3	24.3
	Masters	189	64.7	89.0
	PhD	32	11.0	100.0
	Total	292	100.0	
Work Experience	0 - 5years	67	22.9	22.9
	6 - 10years	71	24.3	47.3
	11 - 15years	86	29.5	76.7
	Above 15years	68	23.3	100.0
	Total	292	100.0	
Employment Status	Full-time	204	69.9	69.9
	Remote workers	88	30.1	100.0
	Total	292	100.0	
Department/Unit	Accounts	20	6.8	6.8
	Administrative	42	14.4	21.2
	Audits	25	8.6	29.8
	Engineering	32	11.0	40.8
	Fire And Safety	36	12.3	53.1
	HR	42	14.4	67.5
	Plant Manager	41	14.0	81.5
	Procurement	41	14.0	95.5
	Production	13	4.5	100.0
	Total	292	100.0	

Source: Researchers' Fieldwork (2025)

Table 2: Descriptive Statistics of Performance Management

S/N	Statement	Strongly Agree	Agree	Not Sure	Disagree	Strongly Disagree	Mean
6	The performance goals set during my performance review are clear, measurable, achievable, relevant, and time-bound (SMART).	74 (25.3%)	118 (40.4%)	81 (27.7%)	12 (4.1%)	7 (2.4%)	3.82
7	I receive regular feedback from my manager on my performance throughout the year.	81 (27.7%)	108 (37%)	81 (27.7%)	17 (5.8%)	5 (1.7%)	3.83

S/N	Statement	Strongly Agree	Agree	Not Sure	Disagree	Strongly Disagree	Mean
8	The performance review process helps me identify areas for improvement and development.	58 (19.9%)	109 (37.3%)	103 (35.3%)	18 (6.2%)	4 (1.4%)	3.68
9	My manager provides me with the resources and support I need to achieve my performance goals.	76 (26%)	104 (35.6%)	88 (30.1%)	17 (5.8%)	7 (2.4%)	3.77
10	The performance management system is fair and objective in evaluating employee performance.	69 (23.6%)	106 (36.3%)	81 (27.7%)	21 (7.2%)	15 (5.1%)	3.66
Overall mean							3.75

Source: Researchers' Fieldwork (2025)

Table 2 shows the descriptive statistics of the items used in measuring performance management. The results show that performance goals set during performance review are clear, measurable, achievable, relevant, and time-bound (SMART) ($\bar{X}$ = 3.82), employees receive regular feedback from manager on their performance throughout the year ($\bar{X}$ = 3.83), performance review process helps employees identify areas for improvement and development ($\bar{X}$ = 3.68), managers in NNPC E&P Limited provides employees with the resources and support they need to achieve performance goals ($\bar{X}$ = 3.77), and performance management system is fair and objective in evaluating employee performance ($\bar{X}$ = 3.66). The overall mean score of 3.75 for performance management in NNPC E&P Limited indicates a generally positive assessment of the company's performance management practices. However, there may still be areas for improvement to achieve higher satisfaction and effectiveness.

Table 3: Descriptive Statistics of Succession Planning

S/N	Statement	Strongly Agree	Agree	Not Sure	Disagree	Strongly Disagree	Mean
16	Our organisation has a formal succession plan for key leadership positions	76 (26%)	109 (37.3%)	78 (26.7%)	14 (4.8%)	15 (5.1%)	3.74
17	Senior management is actively involved in identifying and developing potential successors.	53 (18.2%)	125 (42.8%)	82 (28.1%)	19 (6.5%)	13 (4.5%)	3.64
18	There is a clear communication strategy regarding career development opportunities.	65 (22.3%)	113 (38.7%)	76 (26%)	21 (7.2%)	17 (5.8%)	3.64
19	The organisation invests in training and development programs that prepare employees for future leadership roles.	131 (44.9%)	76 (26%)	77 (26.4%)	3 (1%)	5 (1.7%)	4.11

S/N	Statement	Strongly Agree	Agree	Not Sure	Disagree	Strongly Disagree	Mean
20	Employees are encouraged to take on additional responsibilities to broaden their skill sets.	79 (27.1%)	107 (36.6%)	87 (29.8%)	13 (4.5%)	6 (2.1%)	3.82
Overall mean							3.79

Source: Researchers' Fieldwork (2025)

Table 3 shows the descriptive statistics of the items used in measuring succession planning. The results show that NNPC E&P has a formal succession plan for key leadership positions ($\overline{X}$ = 3.74), senior management members are actively involved in identifying and developing potential successors ($\overline{X}$ = 3.64), there is a clear communication strategy regarding career development opportunities ($\overline{X}$ = 3.64), NNPC E&P Limited invests in training and development programs that prepare employees for future leadership roles ($\overline{X}$ = 4.11), and employees are encouraged to take on additional responsibilities to broaden their skill sets ($\overline{X}$ = 3.82). The overall mean score of 3.79 for succession planning in NNPC E&P Limited suggests that the company's succession planning processes are relatively effective but have room for improvement. This indicates a general satisfaction among employees with the current succession planning practices, though there may be areas that could benefit from further improvement.

Descriptive Statistics of Organisational change

The items used in measuring organisational change were analysed using frequency count, percentages, and mean. The results are presented in Table 4:

Table 4: Descriptive Statistics of Organisational change

S/N	Statement	Strongly Agree	Agree	Not Sure	Disagree	Strongly Disagree	Mean
31	I feel my concerns about the change have been heard and addressed.	72 (24.7%)	128 (43.8%)	77 (26.4%)	9 (3.1%)	6 (2.1%)	3.86
32	I feel confident in my ability to adapt to the new way of working.	62 (21.2%)	127 (43.5%)	82 (28.1%)	16 (5.5%)	5 (1.7%)	3.77
33	I am confident that my skills and knowledge will be valued in the new structure.	70 (24%)	110 (37.7%)	85 (29.1%)	20 (6.8%)	7 (2.4%)	3.74
34	I feel comfortable asking questions and raising concerns about the change.	60 (20.5%)	110 (37.7%)	85 (29.1%)	31 (10.6%)	6 (2.1%)	3.64
35	I am confident that I can overcome any challenges associated with the change.	79 (27.1%)	120 (41.1%)	53 (18.2%)	27 (9.2%)	13 (4.5%)	3.77
Overall mean							3.76

Source: Researchers' Fieldwork (2025)

Table 4 shows the descriptive statistics of the items used in measuring organisational change. The results show that employees feel concerns about the change have been heard and addressed ($\overline{X}$ = 3.86), employees of NNPC E&P Limited feel confident in their ability to adapt to the new way of working ($\overline{X}$ = 3.77), NNPC E&P Limited

employees are confident that their skills and knowledge will be valued in the new structure ($\bar{X} = 3.74$), employee feel comfortable asking questions and raising concerns about the change ($\bar{X} = 3.64$), and employees are confident that they can overcome any challenges associated with the change ($\bar{X} = 3.77$). The overall mean score of 3.76 for organisational change at NNPC E&P Limited indicates a generally positive perception among employees regarding the effectiveness of recent changes in the organisation. This suggests that the organisation's efforts in implementing change are relatively well-received, though there may still be areas for improvement.

Correlation Analyses

Bivariate Pearson correlation coefficients were conducted on the data for all the variables in the study. The results are presented in Table 5.

Table 5: Pearson Correlation Coefficients of Research Variables

Variables	ORC	PMGT	SUPL
Organisational change (ORC)	1		
Performance Management (PMGT)	0.378**	1	
Succession Planning (SUPL)	0.459**	0.370**	1

**. Correlation is significant at the p < 0.05 level (2-tailed).

Estimation of the Relationship between HRM Practices (Performance Management and Succession Planning) and Organisational change

Multiple regression analysis model was estimated to establish the relationship between HRM practices of performance management and succession planning and organisational change. The results are shown in Table 6:

Table 6: Estimated Model on HRM practices (PM and SP) and Organisational change

Variables	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
(Constant)	0.390	0.264	-	1.480	0.140	-	-
PMGT	0.118	0.055	0.117	2.165	0.031	0.748	1.336
SUPL	0.225	0.054	0.231	4.164	0.000	0.708	1.413
$R = 0.616$; $R^2 = 0.380$; Adj $R^2 = 0.367$; F-Statistic = 29.061; F-Statistic (Prob) = 0.000; Number of Observation = 292 Dependent Variable: Organisational change (ORC)							
Note: Performance Management (PMGT) and Succession Planning (SUPL)							

Source: Researchers' Fieldwork (2025)

The regression result shows that when the independent variables: performance management and succession planning were regressed on organisational change, a coefficient of determination (R^2) value of 0.616 was obtained. The value of the Adjusted R^2 is 0.380 which indicates that the independent variables jointly explain 38% of the variation in the dependent variable (organisational change). The F-statistic of 29.061 is significant at $p < 0.05$. This means that there is a statistically significant relationship between the dependent variable and the independent variables as a group.

To conclude that multi-collinearity is absent in any dataset, the tolerance value must be considerably beyond 0.10 while the variance inflation factor (VIF) ought to be below 5 (Hair, Black, Babin & Anderson, 2010). The results in Table 6 show that the tolerance values ranged from 0.708 to 0.748. This is an evidence of substantial scores above the minimum threshold. Lastly, the variance inflation factors (VIFs) ranging between 1.336 to 1.413 were less than the maximum limit of acceptability.

Discussion of Findings

Performance management practices have been found to significantly affect organisational change in NNPC

Exploration and Production Limited (NNPC E&P). Performance management as posited by Aguinis (2019) encompassing processes such as goal setting, continuous feedback, and performance appraisals, is posited to play a crucial role in driving organisational change. This relationship is underpinned by the theoretical framework suggesting that effective performance management aligns individual objectives with organisational goals to facilitate strategic change (Armstrong et al., 2020). The significance of this finding is rooted in the specific context of NNPC E&P, a major player in Nigeria's oil and gas sector characterised by volatile market conditions, regulatory pressures, and technological advancements, necessitating continual adaptation and change (Ogele, 2016). In such a dynamic environment, performance management practices can serve as levers for fostering a culture of agility and responsiveness. Organisations can enhance employee commitment to change initiatives by setting clear performance expectations and providing regular feedback (Olafsen et al., 2021).

Moreover, the implementation of performance management systems must be perceived as fair and transparent to avoid employee distrust and disengagement (Mone & London, 2021). Additionally, the specific practices and tools employed in performance management at NNPC E&P should be scrutinised. The alignment of these practices with best practices in the industry and their change to the unique challenges of the oil and gas sector are crucial considerations. For instance, the integration of advanced performance analytics and real-time feedback mechanisms could enhance the efficacy of performance management systems in facilitating change (Kamble & Gunasekaran, 2020).

Secondly, succession planning practices were found to have a significant relationship with organisational change in NNPC Exploration and Production Limited. This finding shows the importance of strategic talent management in facilitating organisational transformation. Succession planning, which involves preparing employees for future leadership roles, is critical in ensuring continuity and stability during periods of change (Ugoani, 2020). This relationship suggests that effective succession planning can be a key driver of successful organisational change. In the context of NNPC E&P, having a structured approach to succession planning can mitigate the risks associated with leadership transitions and enhance the organisation's ability to adapt to external and internal changes (Siambi, 2022).

This alignment is particularly important in industries characterised by rapid technological advancements and regulatory shifts. The theoretical framework supporting this relationship is grounded in the resource-based view (RBV) which posits that human capital is a valuable resource that can provide a competitive advantage during periods of organisational change (Barney, 1991). Effective succession planning ensures that the organisation's leadership is both competent and aligned with its strategic objectives to facilitate smoother transitions and more effective implementation of change initiatives (Siambi, 2022). It is important to state that the success of succession planning practices can be contingent on factors such as the transparency of the process, the adequacy of development programmes for potential successors, and the commitment of senior management to support these initiatives (Ugoani, 2020). If these elements are not effectively addressed, the anticipated benefits of succession planning may not fully materialise.

5. CONCLUSION AND RECOMMENDATIONS

This study examined the relationship between human resource management practices-specifically performance management and succession planning-and organisational change in NNPC Exploration & Production Limited. The findings revealed that performance management practices such as goal setting, continuous feedback, and performance appraisal systems significantly influence organisational change. This indicates that when employees' performance is properly managed and aligned with organisational objectives, the organisation becomes more responsive and better positioned to cope with environmental changes in the oil and gas sector.

Similarly, the study established that succession planning has a significant relationship with organisational change. This suggests that the deliberate identification and development of future leaders enhance organisational stability and continuity during periods of transition. In a dynamic and competitive industry such as oil and gas, effective succession planning ensures leadership continuity, reduces disruptions, and strengthens the organisation's capacity to adapt to both internal and external changes. Overall, the study concludes that both

performance management and succession planning are critical drivers of organisational change in NNPC E&P. Based on these findings, the following recommendations are made:

i. NNPC Exploration & Production Limited should strengthen its performance management system by ensuring clear goal-setting, regular feedback, and fair appraisal processes that are aligned with organisational change objectives.

ii. The organisation should integrate modern performance management tools such as real-time feedback systems and data-driven performance analytics to improve efficiency and responsiveness in decision-making.

iii. Management should institutionalise a structured and transparent succession planning framework that identifies high-potential employees early and provides them with continuous leadership development opportunities.

iv. There is a need for top management commitment in supporting both performance management and succession planning initiatives through adequate funding, training programmes, and consistent policy implementation to ensure sustainability of organisational change.

Future research should expand the scope of this study by including other branches and subsidiaries of NNPC Exploration & Production Limited or comparing findings across different oil and gas companies in Nigeria. Additionally, further studies may incorporate qualitative methods such as interviews or focus groups to gain deeper insights into how employees perceive performance management and succession planning in relation to organisational change.

REFERENCES

Adeyemo, O., Akinola, O., & Ogunleye, T. (2018). Human resource management practices and organisational performance in Nigerian manufacturing industries. *Journal of Human Resource Management, 16*(2), 123–135.

Aguinis, H. (2019). *Performance management for dummies*. John Wiley & Sons.

Armstrong, M., & Taylor, S. (2020). *Armstrong's handbook of human resource management practice* (15th ed.). Kogan Page.

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

El Badawy, T. A. E., Alaadin, Y., & Magdy, M. M. (2016). Succession planning, job engagement and job satisfaction: The missing link. *Middle East Journal of Management, 3*(1), 55–70.

Grote, M. (2019). Succession planning in small and medium-sized enterprises: An exploratory study. *Journal of Small Business Management, 57*(2), 257–274.

Hart, P. M. (2018). Effect of organisational change management factors on employee performance and job satisfaction: A case study of World Vision Kenya. *Journal of Organisational Behaviour, 25*(3), 171–193.

Jena, J. K. (2020, June 15). Role clarity: Key to organisational success. *LinkedIn*. Retrieved March 14, 2021, from https://www.linkedin.com/pulse/role-clarity-key-organisational- success-jitendra-k-jena

Kamble, S. S., & Gunasekaran, A. (2020). Big data-driven supply chain performance measurement system: A review and framework for implementation. *International Journal of Production Research, 58*(1), 65–86.

KPMG. (2020). *Succession planning: A guide to preparing your business for the future*. Retrieved May 13, 2024, from https://www.kpmg.com

Kropp, B. (2019). *The new manager's guide to success*. Harvard Business Review Press.

Martin, C. M., & O'Shea, K. (2021). Succession planning for organisational stability. *Nursing Management Journal, 52*(4), 34–40.

Mercer & PwC. (2020). *Succession planning: A guide to identifying and developing your next leaders*. Retrieved May 13, 2024, from https://www.pwc.com

Mone, E. M., & London, M. (2021). Using performance management to drive employee engagement in the public sector. In *Handbook on performance management in the public sector* (pp. 276–293). Edward Elgar Publishing.

Ogele, F. O. (2016). *Governance of oil and gas sector in Nigeria: Implications for biodiversity and ecosystem services in the Niger Delta region* (Doctoral dissertation). Newcastle University.

Okeke, E., Onyekwelu, A., Akpua, V., & Dunkwu, O. (2019). Performance management and employee productivity in selected large organisations in South East, Nigeria. *IJRDO Journal of Business Management*, *5*(3), 57–69.

Olafsen, A. H., Nilsen, E. R., Smedsrud, S., & Kamaric, D. (2021). Sustainable development through commitment to organisational change: The implications of organisational culture and individual readiness for change. *Journal of Workplace Learning*, *33*(3), 180–196.

Rao, T. V. (2016). *Performance management towards organisational excellence*. SAGE Publications.

Siambi, J. K. (2022). Leadership succession planning and organisational transition: A review of literature. *International Journal of Managerial Studies and Research*, *10*(3), 16–30.

Ugoani, J. (2020). Management succession planning and its effect on organisational sustainability. *International Journal of Economics and Business Administration*, *6*(2), 30–41.

Weisblat, I. A. (2018). Literature review of succession planning strategies and tactics. In P. A. Gordon & J. A. Overbey (Eds.), *Succession planning: Promoting organizational sustainability* (pp. 11–22). Palgrave Macmillan. https://doi.org/10.1007/978-3-319-72532-1_2

Zheng, X., Thundiyil, T., Klinger, R., & Hinrichs, A. T. (2016). Curvilinear relationships between role clarity and supervisor satisfaction. *Journal of Managerial Psychology*, *31*(1), 110–126.

Ziyaminyana, & Pwaka. (2019). An investigation into the impact of performance management systems on employee productivity: The case of ICT companies in Harare, Zimbabwe. *European Journal of Business and Management*, *11*(3), 23–40.