

# Performance Management Systems and Employee performance in Selected Ministries in Enugu State, Nigeria

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## Abstract

The broad objective of this study is to investigate performance management systems and employee performance in selected ministries in Enugu state, Nigeria. Two hypotheses were formulated in line with the objectives of the study. The study adopted a descriptive research design and survey method for data collection. The population of the study was 637. The study sampled the entire population due to the size of the studied population. The instrument for data collection was a structured questionnaire. Data presentation was on tabulated frequency and statistical Mean Score. Hypotheses were tested using a t-test. The results of the findings revealed that Performance planning has significant positive effects on employee performance levels in selected ministries in Enugu state (this is where the t-value = -796.442, and p-value = 0.00); that performance target setting systems do significantly drive positively employee performance level (where t-value = -295.988, and p-value = 0.00); and that Performance monitoring does significantly propel positively employee performance rate (where t-value = -128.604, and p-value = 0.00). The study, therefore, recommends that the Enugu state government should prioritize PMS through proper planning of work and work-related activities by adopting a friendly work environment and by setting clear, measurable goals, setting achievable goals for individuals and organizations; continuously monitoring the level of goal achievement and providing feedback.

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## **1. introduction**

The successes of every organization depend holistically on the quality and dispositions of its employees, and to a large extent on how they are managed and utilized. The strategy of tracking and managing the progress and process of their performance is noteworthy and of great importance to every organization that has great concern for accomplishment. This tracking approach is referred to as a performance management system.

Therefore, the performance management system is the entire strategy or mechanism designed and carried out to improve the performance of an organization, including the performance of each individual and workgroup in the organization, (Utin & Yosepha, 2019). It is a systematic tool or process that helps managers to regularly set targets, and monitor and evaluate employees' work, to create an environment where people can perform to the best of their abilities and in alignment with the organization's overall goals. Performance management in this regard is seen in the organization's adopted pattern of performance appraisal; feedback; performance planning and monitoring; organizational reward and recognition; training and development, etc., to get every employee conscious of the laid down performance checklists on work approach and workplace interactions, and as a measure to keep employees effectively performing their tasks, in line with the organizational goals. Employee performance on the other hand, according to Yunus & Ernawati (2017), is the capabilities of an employee to produce goods and services to achieve the goals of the organization. According to (Neeta, 2024), employee performance is the level of success of employees, in carrying out their duties and responsibilities. Consequently, performance management systems in terms of performance planning, performance monitoring and target setting systems are a strategy to regulate employees positively, reduce the rate of absenteeism; increase punctuality rate; produce quality work; increase hourly output etc., for higher employee performance.

In consonance with the above, it is likely that the unacceptable performance management systems and the decline in employee performance in selected ministries in Enugu state, maybe a result of clumsy employee performance planning; irregular employee monitoring patterns; uncoordinated performance targets; incompetent performance appraisal methods; lacklustre performance feedback; incomprehensible performance checklist; inadequate organizational reward pattern and recognition; unproductive training and development designs; etc., which affect employee performance. Therefore, the choice of the study area is propelled by personal and close observations of out-of-fashion performance measuring strategies adopted and the decline in work performance attitude among the employees of the selected ministries in Enugu state, which needs to be addressed immediately for robust employee performance. It is against this backdrop that the study seeks to investigate how performance management systems affect employee performance in selected ministries in Enugu State, Nigeria.

### **1.2 Objective of the study**

The objectives are to:

- i. Ascertain how performance planning has affected employee performance in selected ministries in Enugu State Nigeria.
- ii. Determine how performance monitoring has driven employee performance in selected ministries in Enugu State, Nigeria

## **2. Review**

### **Performance management system**

Performance Management is a corporate management tool that helps managers monitor and evaluate employees' work. Performance Management (PM) is the process of ensuring that a set of activities and outputs

meets an organization's goals effectively and efficiently. The performance management system is the entire strategy designed and carried out to improve the performance of an organization, including the performance of each individual and workgroup in the organization, (Utin & Yosepha, 2019). It is a systematic tool or process that helps managers regularly monitor and evaluate employee's work, aiming to create an environment where people can perform to the best of their abilities and align with the organization's overall goals. According to (Carla, 2023), a performance management system is a corporate management tool that helps managers or administrators monitor and evaluate employees' work Performance. It involves continuous communication and feedback between a manager and employee towards the achievement of organizational objectives. Performance management system in this regard is a continuous but sequential and logical tracking, monitoring and evaluation of employees' work performance processes and progress and how organizations plan the development and reward of their employees. It is a regular process of identifying, measuring and developing the performance of individuals and teams and aligning such performance with the strategic goals of the organization. It involves continuous communication and feedback between a manager and employee towards the achievement of organizational objectives. It could also be seen as the complete process of managing the human resources of the organization for effective performance and higher productivity. Performance Management is a Merit-based System method of human resource management which is designed to promote efficiency and economy of the workforce and the good of the public by providing for the selection and retention of employees; Promotion of opportunities through In-service training; Staff deployment and all other related HR processes and decisions based on merit and fitness. Therefore, performance management system activity x-rays and moderate employees' roles to ensure that goals are consistently being met effectively and efficiently.

### **Employee Performance**

Employee performance refers to the length to which a member of an organization puts in his efforts towards the achievement of the objectives of the organization, (Mandara Binta *et. al*, 2019). It is also referred to as the effectiveness, quality, and efficiency of production by an employee. Employee performance can be seen as a metric that indicates how well employees adhere to both explicit and implicit standards, objectives, and priorities, (Omar, Che, Sakarji; Ayu & Azizi, 2022)

Additionally, Shivangi, Solkhe & Gautam (2022) posit that employee performance is the time spent actively by employees on tasks that require execution and production. Yang *et al* (2016), opined that "performance is basically what employees do or do not do". According to (Omar, 2010), employee performance is defined as how employees complete their assigned work and perform required responsibilities.

### **Performance Planning and Employee Performance**

Performance planning is a strategic process that ensures that an organization's goals are met by its employees. It is the process of starting with the objective and working backwards to ascertain who needs to do what, by, when etc to achieve goals, Chapman (2023). It is a systematic process of setting goals, defining expectations, and outlining strategies to achieve desired outcomes within an organization or for individual employees. It involves proactive measures aimed at improving performance, aligning efforts with organizational objectives, and enhancing overall productivity and effectiveness. In line with this, performance expectations are agreed upon between the manager and each head of department, which is expected to cascade downwards until annual performance goals and targets are set for all the employees. It's the process of setting goals and other performance expectations for employees and then creating a plan to meet those goals which must be specific, measurable, achievable, relevant and timely. In that regard, a performance management plan maps out goal deadlines, sets a feedback schedule or performance cycle, and anticipates what kinds of support employees might need.

Performance planning helps to ensure that employees are working towards the organization's goals and that they have the tools and resources they need to be successful. It also allows organizations to track employee

progress and identify areas where employees need additional support. Therefore, the supervisor and the employee shall agree on the work performance actions, that is the detailed actions required to achieve the targets and support requirements. This is to ensure that the employee understands the work that needs to be done and that the supervisor has clarity of the support he is meant to provide to each report to enable work performance.

### **Performance Target Setting Systems and Employee Performance**

Performance target-setting systems are management tools based on the “management by objective” principle as propounded by Peter F. Drucker (1955). Performance target-setting systems in that regard refer to the cumulative but specific planned and expected level of results to be achieved within an explicit timeframe with a given level of resources and competencies. According to Rasyid, Akbar, Dengen, Tongiroh, Alam & Budiman, (2018), assessment of the implementation of employees’ work is a process of activities carried out to evaluate the level of execution of work in consonance with the set benchmark or an employee’s performance appraisal.

Target setting agreement is aimed at motivating employees and supporting them in planning out their careers, by giving them guidance and guidelines on how to prioritize work. This process is within the portfolio of HR, which implements a performance management process by aligning the target of the employee to the established organizational goals and objectives to ensure that all stakeholders within an organization define their goals systematically, and always intend to develop employees and promote employee loyalty. HR and managers get greater returns when they set goals that are specific, measurable, achievable, realistic and timely, which is called, SMART. The SMART principle puts precise targets into a nutshell; measurable goals ensure comparability, while realistic goals motivate employees and encourage them to perform at their best. It is essential that employee goals are actionable and, most of all, clear to employees. That is employees need to know what is expected of them (target), and what they should do, which is why the SMART principle here is critical. The activity of task targets offers an unbeatable foundation to put employee performance into focus. It helps foster a goal-setting culture that is organized, attuned to employees, and clear for everyone to understand. It makes it easier for managers to appraise an employee’s work, which remains the main strategy for effective employee performance.

### **Performance Monitoring and Employee Performance**

Performance monitoring is a systematic and periodic observation of performance over time to develop or verify performance records, uncover inefficient and ineffective practices, identify needs for services, and most importantly detect underperformance timely to avoid further deterioration of performance. It also refers to the act of regularly verifying and tracking how well and how consistently the employees in an organization are carrying out their tasks. It is the measurement of performance against the key performance indicators. It is a set of processes and tools to be able to determine how effectively an employee is performing his/her tasks in alignment with the organizational goals and objectives. It helps in identifying performance gaps and ways to improve performance deficiency continuously. Performance monitoring in an organization involves gap identification, discussion, feedback, planning, commitment and documentation. When you monitor the performance of employees, you can paint a picture of how the organization is running and the performance of its employees. It highlights the areas that need to be improved upon and provides crucial information about what needs to be done for plans. Focusing on employee performance helps organizations and employees to unleash their full potential. Performance monitoring has positive effects on morale and the performance of employees in the organization. Tracking performance is essential for both employees and the organization as it propels employees to performance. It involves periodically measuring an employee's task progress toward explicit short and long-term objectives and giving feedback on the results. It is a tool employed by performance management systems to get employees directed towards achieving certain predetermined goals through improved performance.

## **Performance management systems and employee performance**

Performance management systems refer to all the collective attempt, that involves managers and employees working as a team to define their expectations, identify employees' goals, define performance measurement standards, share employee performance reviews and appraisals and provide effective and robust performance feedback. According to Ahmad *et. al.* (2015), employee performance concerns the efficiency, effectiveness and quality of the output of employees in an organization. Consequently, performance management is widely to track and define performance standards to achieve organizational goals and objectives; encourage employees' behaviour to align with organizational goals; and curb or redirect non-productive activities to productive ones as it concerns employees. It may be positive or negative; it may be robust or vague, also, employee performance may be high or low, productive and unproductive and so on. Therefore, performance management systems encompass tracking of employees which is accomplished with the help of robust performance management strategies like; performance planning, performance target; performance monitoring, feedback, training and development, reward and recognition etc.; that are aimed to get every employee conscious of the lay down performance checklists as a measure to keep employees effectively performing their tasks, in line with the organizational goals. So, performance management is an integral part of workplace activities as it provides a platform for supervisors and managers to measure employee performance and determine whether employees are meeting the organization's expectations or underperforming.

The organization's robust performance management system in the area of performance planning, target setting system and monitoring is targeted at maintaining high work standards, employee punctuality, employee high commitment and engagement, employee efficiency and effectiveness etc., to create a productive work environment for employees' to always be at their peak in performance. But when disjointed, gives room to poor employee performance, poor quality of output, high rate of absenteeism, fair work attitude of employees etc. So, the extent to which organizations develop and adopt effective performance management systems remains a key factor in determining whether the organization can manage its human resources and talent or not, as it provides information on who should be trained and in what areas, which employees should be rewarded for effective performance, and what type of skills are lacking in the organization and strategy for discipline.

Naturally, positive employee job performance is a product of purposive performance management systems adopted by organizations. According to Xolani, Nokukhanya, Adetiba & Mlambo (2023), to the vast majority of scholars, public institutions should have effective and efficient performance management systems (PMS) in place to promote and develop the performance of public servants, especially as it concerns selected ministries in Enugu state, Nigeria.

### **Theoretical Framework**

Goal-Setting Theory – Edwin A. Locke (1968)

The study adopted Edwin Locke's (1968) Goal-setting theory as its framework. Edwin Locke developed the goal-setting theory in 1968 by greatly expanding the work of Cecil Alec Mace (1935) and the theory was confirmed by Dr. Gary Lathan, who performed experiments in the workplace setting. Locke found that individuals who set specific goals performed better than those who set general and easy goals. He proposed four concepts of specificity, commitment, challenge and feedback which continuously improve and spur employees (or organizations) towards greater productivity and efficiency. Goal setting theory states that goals are essential to motivating workplace performance. The theory posits that specific and challenging goals enhance motivation and performance and emphasizes on clarity, difficulty, commitment, and feedback as key factors in effective goal setting. The theory encourages individuals to put in more effort and persistence to achieve set goals and organizational objectives. He summarized his concepts in the following foundations;

- ✓ That goal needs to be specific

- ✓ That individuals and organizations need to be committed to goals
- ✓ That goals need to be challenging and attainable
- ✓ That feedback on goals to ascertain progression and regression is highly important

According to the theory, hard goals lead to better performance than easy goals; specific hard goals lead to better performance than leaving the employees to do their best, and goals motivate behaviour.

The theory provides a clear guideline as to how to set and achieve goals effectively. Therefore, incorporating the goal-setting theory into the workplace, can improve employee performance and as well bolster employee engagement by regularly putting the employee on the track of performing their tasks in consonance with the set goals. For any organization to succeed, there must be a specific, measurable, achievable and realistic performance roadmap (goal) that will drive the employee to engagement by making sure the employees have what they need to accomplish the goals of the organization and with regular feedback, employee performance will be on the high side.

### 3. Methodology

The study adopted a descriptive survey research design. The study area covered four ministries and establishments including; the Ministry of Finance, Works and Infrastructures, Office of the Survey-General and Bureau of Statistics, all in Enugu State, Nigeria. The study depends on primary and secondary sources of data. The population of this study includes all the members of staff of the selected ministries in Enugu State. The population of the study is 637. The study adopted a stratified random sampling technique with a questionnaire drafted in Likert format, and the response patterns used are; Strongly Agree, Agree, Undecided, Disagree and Strongly Disagree and copies of the questionnaire were administered to elicit information from the respondents.

### Data Presentation and Analysis

#### Data Presentation and Analysis

The data are presented for easy interpretation and understanding. A total of 637 copies of the questionnaire were distributed while 540 were returned showing an 85% instrument return rate.

**Table 1:** Performance Planning affect employee performance level in the following areas

S/N	ITEM OF QUESTIONNAIRE	SA(5)	A(4)	UND(3)	D(2)	SD(1)	TOTAL x	MEAN	DECISION
1	Awareness of organizational desired goals	281	120	23	80	36	2150	4.0	Accepted
2	Level of expected service delivery	166	174	31	111	58	1899	3.5	Accepted
3	Level of customers' satisfaction	109	120	114	148	49	1712	3.2	Accepted
4	Adoption of duties and functions checklist	132	189	96	82	41	1909	3.5	Accepted
5	Employee goal alignment level with organizational objectives.	98	217	24	173	28	1804	3.3	Accepted
<b>Grand Mean Score</b>								<b>3.5</b>	<b>Accepted</b>

**Source:** Field Survey 2024

Table 1 shows the distribution of the opinions of the respondents on how performance planning affects the quality of employee performance in selected ministries in Enugu state. Based on the responses, it can be seen that the respondent affirmed all of the questions from 1 to 5, with mean scores of 4.0, 3.5, 3.2, 3.5 and 3.3

respectively. The grand mean of 3.5 indicates that the respondents overwhelmingly agreed the options are a true reflection of how performance planning affects the level of employee performance in selected ministries in Enugu state.

**Table 2:** To what extent has Performance Monitoring affected employee performance level?

S/N	ITEM OF QUESTIONNAIRE	SA(5)	A(4)	UND(3)	D(2)	SD(1)	TOTAL x	MEAN	DECISION
1.	Level of performance Input of employee	265	160	45	38	32	2208	4.0	Accepted
2	The performance output level of employee	227	153	64	80	16	2051	3.8	Accepted
3	Employee performance outcome	213	120	86	72	49	1996	3.7	Accepted
4	Employees' impact level on the organization	230	155	12	75	68	2024	3.7	Accepted
<b>Grand Mean Score</b>								<b>3.8</b>	<b>Accepted</b>

**Source:** Field Survey 2024

Table 2 indicates the distribution of the responses from the field survey on the extent performance monitoring affects employee performance levels in selected ministries in Enugu state. Based on the responses, it can be observed that the respondents affirmed all the questions ranging from 1 to 4, with the mean scores stated as follows: 4.0, 3.8, 3.7, and 3.7 respectively. The grand mean of 3.8 indicates that the respondents overwhelmingly agreed that performance monitoring has a positive influence on the performance level of employees in selected ministries in Enugu state.

#### 4. Test of Hypotheses

To test the hypotheses stated, statistical techniques such as an independent sample t-test were employed. The one-sample t-test was one of the t-variations tests and it was used to detect whether the sample significantly differs from the population. The observed sample mean, theoretical population mean, sample standard deviation, and sample size were used in the formula for a one-sample t-test. It is denoted mathematically by the following:

$$t = \frac{\pi - \mu}{s/\sqrt{n}}$$

where

t = student distribution

μ = population mean = 3.0

s = standard deviation

n = number of observations

π = mean of the means of each specific objective (question covering the research question i.e. measurement questions) objective

#### Test of Hypothesis One

##### Restatement of Hypothesis One

Ho: Performance planning has no significant effect on employee performance level in selected ministries in Enugu State, Nigeria

Hi: Performance planning has a significant effect on employee performance levels in selected ministries in Enugu state, Nigeria

#### One-Sample Statistics

	N	Mean	Std. Deviation	Std. Error Mean
Awareness of organizational desired goals	540	4.0137	.91848	.03100

Source: Field Survey 2024 and SPSS Result Output Version 23.0

### One-Sample Test

	Test Value = 26					
	T	Df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
Awareness of organizational desired goals	796.442	477	.000	-21.98747	-22.0417	-21.9333

Source: Field Survey 2024 and SPSS Result Output Version 23.0

The result of the t-test analysis is presented in the table above and is interpreted below.

### Decision Rule:

1. Reject  $H_0$  if the p-value  $\text{cal} < 0.05$  at a 5% level of significance.
2. Otherwise, accept the null hypothesis ( $H_0$ ).

From the table, the independent sample t-test gave a Mean Value of 4.0137, a Standard Deviation of 0.91848, t-value of -796.442, and this is significant at .000. Since .000 is less than 0.05, this means that at .05 level of significance, the p-value of .000 is significant. Hence the null hypothesis is rejected.

**Decision:** From the sample t-test analysis in Table 4.8, based on the t-value of -796.442, and P-value of 0.00, in table 4.8, it was found that Performance planning has a significant effect on the employee performance level in selected ministries in Enugu State, Nigeria and this influence is statistically significant at 5% level of significance as the P-value is within 5% significance level. This result, therefore suggests that we should accept our alternate hypothesis one ( $H_1$ ) which states that Performance planning has a significant effect on employee performance levels in selected ministries, in Nigeria.

### Test of Hypothesis Two

#### Restatement of Hypothesis Two

$H_0$ : Performance monitoring does not significantly propel employee performance rate in selected ministries in Enugu State, Nigeria.

$H_1$ : Performance monitoring does significantly propel employee performance rate in selected ministries in Enugu State, Nigeria.

### One-Sample Statistics

	N	Mean	Std. Deviation	Std. Error Mean
Level of performance Input of employee	540	3.5763	1.20735	.04075

Source: Field Survey 2024 and SPSS Result Output Version 23.0

### One-Sample Test

	Test Value = 8					
	t	Df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
Level of performance Input of employee	-128.604	477	.000	-3.98633	-4.0472	-3.9255



### **Source: Field Survey 2024 and SPSS Result Output Version 23.0**

The result of the t-test analysis is presented in the table above and is interpreted below.

#### **Decision Rule:**

1. Reject  $H_0$  if the P-Value  $\text{cal} < 0.05$  at a 5% level of significance.
2. Otherwise, accept the null hypothesis ( $H_0$ ).

From the tables above, the independent sample t-test gave a Mean Value of 3.5763, a Standard Deviation of 1.20735, t-value of -128.604, and this is significant at 0.000. Since 0.000 is less than 0.05, this means that at a .05 level of significance, the p-value of .000 is significant. Hence the null hypothesis is rejected.

**Decision:** From the sample t-test analysis in Table 4.12, based on the t-value of -128.604, and P-value of 0.00, in table 4.12, it was found that Performance monitoring does significantly propel employee performance rate in selected ministries, in Nigeria and this influence is statistically significant at 5% level of significance as the P-value is within 5% significance level. This result, therefore suggests that we should accept our alternate hypothesis two ( $H_1$ ) which states that Performance monitoring does significantly propel employee performance rate in selected ministries, in Nigeria.

## **5. Discussion of Findings**

### **Performance Planning and Employee Performance**

The first objective was to ascertain how performance planning has affected employee performance levels in selected ministries in Enugu state, Nigeria. Given the sign that sample t-test analysis in Table 4.9, based on the t-value of -796.442, and P-value of 0.00, in table 4.9, it was found that Performance planning has a significant effect on employee performance level in selected ministries in Enugu state, Nigeria. The findings indicate that Performance planning significantly affects the employee performance level in selected ministries in Enugu state, Nigeria. Effective Performance planning and implementations lead to enhanced employee performance through several mechanisms which include but are not limited to clear goal setting, continuous feedback, and employee development. The establishment of clear, measurable goals aligns employees' efforts with organizational objectives, ensuring that their work directly contributes to the desired outcome. Employees who understand their targets and how their roles fit into the broader organizational framework tend to perform effectively. In conclusion, a well-implemented Performance planning is crucial for improving employee performance in selected ministries in Enugu state, Nigeria.

### **Performance Monitoring and Employee Performance Rate**

The second objective of the study was to examine the extent performance monitoring has propelled employee performance rates in selected ministries in Enugu state, Nigeria. The result revealed that Performance monitoring does significantly propel employee performance rate in selected ministries in Enugu State, Nigeria. This is evident in table 4.10, based on the t-value of -128.604, and P-value of 0.00. The findings indicate that the Performance Monitoring significantly propels employee performance rates in selected ministries in Enugu state, Nigeria. Regular and robust implementation of Performance Monitoring promotes high employee performance through clear expectations, regular tracking of tasks, continuous evaluation, and incentives etc.

Performance monitoring establishes clear expectations regarding performance outcome tracking strategies and feedback approaches. Performance monitoring incorporates continuous feedback and regular performance evaluations which ensures that employees receive constructive input on their work. This feedback loop helps employees recognize their strengths and areas for improvement, creating a pathway for personal and professional growth.

In conclusion, Performance Monitoring significantly enhances employee performance rates in selected ministries in Enugu state and provides continuous evaluation. This comprehensive approach ensures that employees understand the importance of performance and are consistently motivated to adhere to performance standards.

### **Summary of Findings**

The following were the findings from the study:

- i. From the study, it was discovered that Performance planning has significant effects on employee performance levels in selected ministries in Enugu state, Nigeria (this is where the t-value = -796.442, and p-value = 0.00).
- ii. The findings indicated that Performance monitoring do significantly propel employee performance rate in selected ministries in Enugu state, Nigeria. (where t-value = -128.604, and p-value = 0.00).

### **Conclusion**

The study concluded that the effective implementation of a Performance Management System (PMS) is crucial for enhancing employee performance in selected ministries in Enugu state, Nigeria. The findings underscore that clear performance planning; and regular performance monitoring, are essential components that drive employee performance. By adopting robust performance planning, realistic performance target-setting systems and regular monitoring of employees, ministries in Enugu state can leverage Performance Management Systems to create a high-performing workforce, ensuring that employees are motivated, well-supported, and aligned with the organizational objectives. Ultimately, a robust PMS framework not only improves individual performance but also contributes to the overall efficiency and effectiveness of the ministries and public service in general, enhancing their capacity to deliver quality services.

### **Recommendations**

Based on the findings, the following recommendations were made:

- i. Enugu state government should prioritize the implementation of robust performance planning by setting clear, measurable goals with continuous feedback and regularly facilitating professional development opportunities, offering regular performance evaluations will significantly improve employee performance levels for the actualization of the organizational objectives.
- ii. The government of Enugu state should enhance their performance monitoring strategies by establishing clear and continuous tracking and measurable mechanisms with technology-driven applications to monitor and follow up on the work process and progress of employees. Furthermore, linking effective performance monitoring and performance to career development opportunities and professional growth will reinforce its importance and applications and finally create a culture of accountability and reliability.

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