

**Human Capital Management Practices and Performance of Public Servants in
Government Agencies in Nigeria**

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Certification

This is to certify that **Uchechukwu Sampson OGAH** with Matriculation Number.: **LCU/PG/001232** carried out this research titled “Human Capital Management Practices and Performance of Public Servants in Government Agencies in Nigeria” in the Department of Management and Accounting, Faculty of Management and Social Sciences, Lead City University, Ibadan, Oyo State, for the award of Doctor of Philosophy (PhD) in Business Administration and that this has not been previously submitted.

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Dedication

This research is dedicated to God Almighty.

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Acknowledgment

I praise God Almighty for guiding me through the course of study in this noble university, Lead City University, Ibadan. I wish to express my profound gratitude to Lead City University, Ibadan, Oyo State, for the opportunity given to me to undergo this degree. I appreciate the Vice-Chancellor of the University, Professor K.A. Adeyemo, Provost, Postgraduate College, Prof. Oredein, Heads of Departments, Lecturers, and other non-academic staff members of the University. I am greatly indebted to my supervisors, Dr. T.M. Akinbo and Dr. S. Babarinde who painstakingly read through my thesis and gave much-needed guidance when I was putting it together. My sincere gratitude is extended to Prof. G.E. Oyedokun, Dr. T.M Akinbo, (HOD, Department of Management & Accounting), Dr. F. Igbadumhe (PG Coordinator), Dr. J.A. Adejuwon, Dr. J.O. Olaleye, Dr. O.O. Adepoju, Dr. A.B. Onamusi, Dr. O.J. Longe, Dr. T.A. Oreagba, Dr. O. Oladejo, Dr. O. Ibikunle, and every lecturer in the Department of Management & Accounting, for their contribution towards the success of this thesis.

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“Even though the above institutions and persons have assisted in the process of this research work, I alone stand responsible for the errors, if any found in this work”.

Abstract

Civil servants play a crucial role in regulating and managing society, making the state of public service a key determinant of societal well-being. However, the declining standards in Nigerian public service have raised concerns, emphasizing the need for strategic human capital management to enhance performance. This study examined the relationship between human capital management practices and civil service performance in selected Nigerian Government Agencies, guided by Human Capital Theory, Equity Theory, and Herzberg's Factor Theory. Data was collected using a structured questionnaire. The findings revealed that hiring significantly impacts employee performance across several metrics: commitment ($\beta=0.337$, $p=.000$), efficiency ($\beta=0.294$, $p=.010$), goal attainment ($\beta=0.269$, $p=.003$), and responsiveness ($\beta=0.292$, $p=.001$). Reward systems also showed a significant effect, with strong correlations in goal attainment ($R^2=0.533$) and other performance metrics. Training and development emerged as crucial, significantly influencing commitment ($\beta=0.531$, $p=.000$), efficiency ($\beta=0.528$, $p=.000$), goal attainment ($\beta=0.725$, $p=.000$), and responsiveness ($\beta=0.601$, $p=.001$). Performance appraisal also had a positive impact, with significant effects on commitment ($\beta=0.415$, $p=.000$), efficiency ($\beta=0.384$, $p=.000$), goal attainment ($\beta=0.390$, $p=.000$), and responsiveness ($\beta=0.392$, $p=.001$). Career advancement was particularly influential in enhancing responsiveness ($\beta=0.361$, $p=.001$). The study recommends that the Nigerian public sector should continue to prioritize implementing transparent performance management systems. This includes developing clear performance measures that relate to organizational goals, delivering constructive feedback to staff, and creating opportunities for skill development and career advancement that is based on performance.

Keywords: Employment Performance, Training, Employee Reward and Human Capital Management Practices

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Chapter One

Introduction

1.1 Background to the Study

Globally, the importance of employee performance in public and private organizations cannot be overemphasized. Traditionally, employee performance was viewed as a concern for the private sector only. However, there has been a notable change to this view over the last couple of decades, where both private and public sectors embrace and value performance alike. This is because public service is recognised as an instrument for productive change and growth. No country could accomplish sustainable growth without an appropriately structured civil service to execute government policies. Public service is a powerful instrument which the government uses to regulate and manage all aspects of the society. Thus, the condition of a society is largely determined by the public service. Efficient and effective civil service delivery, therefore, remains a vital position to any administration of the day and numerous organizations all over the world. Therefore, for the public service to perform effectively, it must operate under some core values such as integrity, meritocracy, discipline, professionalism, patriotism, impartiality, and confidentiality.

Also, the civil service has always been the tool available to the government for the implementation of developmental goals and objectives. It is predicted that civil service delivery in the context of efficiency, effectiveness, completeness, inclusiveness and accountability will pave the way to good governance which eventually culminates in participatory and consensus-oriented, transparency, responsiveness, equitable and inclusiveness towards the management of people and their resources at all levels¹. It is this catalytic role of the civil service that propelled governments all over the world to search continuously for better ways to deliver their services¹. As a major instrument for

implementing government policies, the civil service in Nigeria is expected to be professionally competent, loyal and efficient. Even though the civil service is expected to play the key role in managing and implementing reform programs, the Nigerian civil service which is an administrative apparatus that plays a key part in the effective operation of any administration has been typified by poor performance and incapability to transform government strategies and program to reality, as such, it has become a major worry to policymakers and scholars as well².

The Nigerian civil service has been bedeviled with corrupt practices, corrupt public officeholders use civil servants to embezzle public funds and other malpractices. The civil service, which is an essential element of societal growth in the advanced nations of the globe, has been transformed into an instrument of corruption in Nigeria. Civil servants in Nigeria are the planners of corruption, they project for governmental appointees and administrative officers how to plunder resources³. All these indicate that the performance of the civil service in Nigeria is in jeopardy. As such, it has led to several complex agency problems yet to be resolved⁴. Unfortunately, most methods put in place to check the performance breakdown and tackle the challenges of inefficiency and capability breakdown are to no avail⁵. Available evidence such as infrastructural decline, maladministration, and destitute service provision demonstrate that civil service performance in almost all levels of government in Nigeria is in a dire state, thus the current condition of underdevelopment in Nigeria⁶.

Given the complexity of the situation where Nigerians are suffering in the midst of many, several questions have been raised on why the public service has thrown away the core values of the public service, neglecting the bureaucratic rules of the public service, and has not been able to perform effectively towards meeting the needs of the Nigeria citizens?. In attempting to find answers to the above questions, many scholars and public stakeholders have argued

that the public service has been bedeviled with lots of factors such as corruption, favouratism, nepotism, constant political interference and other primordial factors such as geographical, ethnic, cultural and religious affiliation with its constitutional consequence of federal character principle or quota system^{7,8,9}.

The logic in this discussion is that the ailing Nigerian civil service could be saved from the anomalies mentioned above through effective human capital management practices and employee engagement. This is because an engaged workforce performs a critical function in the attainment of organizational goals. Also, the productivity and performance of organizations are achieved through the instrumentality of human capital, who are furnished with the necessary skills, knowledge, and competencies necessary for the accomplishment of organizational policy and planning. Also, the current situation in the civil service seems that the variables responsible for poor performance in the civil service in Nigeria have not been dealt with and thus the problem, nevertheless remains. A deeper look into the present Nigerian civil service challenges (e.g. unproductive operations, dearth of capable leadership among others) signifies that human capital management practices are crucial to effective civil service, because, organizational performance and success significantly hinge on human capital management and employee performance^{10,11,12}.

Therefore, the importance placed on employee performance and the new strategic role of human resources has changed the way human capital is viewed in many organizations. Due to the cost and nature of human capital, in the traditional approach, little attention was paid to it. However, this view has changed due to the realization among researchers and practitioners of its importance in assisting organizations to achieve competitive advantage¹³. Also, scholars have argued that failure and poor performance of civil service were attributed to ineffective and inefficient adoption of human capital management practices¹⁴. Furthermore, human

capital management has been established to constructively enhance employee performance and productivity¹⁴. Given the importance of employee performance to the organization, a fundamental issue is how to stimulate the performance of the workforce. Efficient human capital management should be entrenched by the organization, as it contributes majorly towards high employee performance in an organization¹⁵. The effective utilization of human resources can therefore be achieved through investment in human capital management interventions that enhance employee ability, motivation, and opportunity to perform and gain competitive advantage.

Given the above discussion and the fact that there is a dearth of research on the effect of human capital management practices on employee performance in the context of Nigerian civil service, the current study examines the relationships between human capital management practices, in terms of (rewards management practice, hiring practice, training & development practice, job promotion, performance appraisal practice) and performance of civil servants in terms of (commitment, work efficiency, responsiveness & goal attainment) in selected government agencies in Nigeria.

1.2 Statement of the Problem

Employees' performance could lead to the growth and development of nations because they ensure the effective delivery of social services to the people and the smooth running of the government business. In Nigeria, the main objective of the public sector is to provide and serve as a catalyst for affordable and quality service delivery to the citizens. These responsibilities have become more compelling in Nigeria today given the harsh economic climate and the highly deplorable conditions of living of most Nigerians. Government agencies are therefore designed for the realization of these responsibilities¹⁶.

However, the ability of the Nigerian public service to effectively and efficiently manage public affairs and ensure prompt and quality service delivery has always been called into question over the years^{17,18}. The declining standard in Nigerian public service has generated much concern and the need to adopt a strategic approach to managing the public service's human resources, as a way of improving performance and raising the standard, has become imperative. The Nigerian civil service has been typified by poor performance and incapability to transform government strategies and programs into reality, thus becoming a major worry to policymakers and scholars as well¹⁹. These problems have led to public outcry that made the government establish several public service reform measures such as the public service reform of 1997- 2007 and 2010-2013 among others. Consequently, several far-reaching reforms on its structure and personnel management aimed at improving its performance have been put in place by the Nigerian government since its inception¹⁹.

Even though successive governments in Nigeria have introduced reforms aimed at improving the efficiency and effectiveness of the civil service. The public service remains inefficient and incapable of reforming itself, let alone the rest of the economy²⁰. Also, the performance of public sector employees in Nigeria is characterized by poor attitude to work and declining standards on the provision of public goods and services both in terms of quality and quantities. Unfortunately, most methods put in place to check the performance breakdown and tackle the challenges of inefficiency and capability breakdown are to no avail^{21,22}.

As the challenge of poor performance of civil servants raises great concern, there has been a plethora of studies, that poor attitudes at work, declining standards, and workplace inefficiencies are caused by poor human capital management practices, such as poor remuneration of employees in public service, poor assessment of manpower needs and the use of wrong criteria to appraise staff performance, poor recruitment procedures, inadequate

training and ineffective supervision, poor job description and poor physical working conditions^{23,24}. Also, there has been considerable political interference in the process of personnel administration, leading to improper delegation of power, ineffective supervision, and corruption²⁵. The resulting apathy has in turn led to unauthorized and unreasonable absenteeism, lateness, idleness and notably, poor workmanship²⁶. Also, a body of literature in the realm of human resource management affirmed the significance of worker engagement being the center of the connection between worker individuality and productivity in the business environment^{26,27}. However, academic studies are still lagging in establishing the effect of human capital management practices on employee performance in terms of (commitment, work efficiency, responsiveness & goal attainment) in government agencies in Nigeria.

Similarly, the extant studies on employee performance have demonstrated that employee engagement is fundamental to the survival of an organization against uncertainties and challenges of corporate environments. Notwithstanding, it has been observed that little is currently known in both theory and practice on how human capital management practices (such as; rewards management practice, hiring practice, training & development practice, job promotion, and performance appraisal practices) can enhance employee performance in civil service²⁶. Therefore, this study sets out to assess the relationships between human capital management practices and employees' performance.

Again, the perceived lack of career advancement has been identified as a major determinant of poor attitude among civil servants in Nigeria. Civil servants who perceived a lack of fairness in promotion criteria may not likely be engaged, even though physically available. Perceived lack of opportunity for career growth has been identified as a major factor affecting employees' poor attitude to work and subsequent engagements²⁷. Findings regarding this

relationship are inconsistent within different settings. While some studies explained employees' poor attitudes to work as due to poor human capital management, others claimed that human capital management is not a significant predictor of employee performance^{26,27,28}. Also, most of the studies are conducted in the private sector, hence the influence of human capital management practices on the public sector is not well understood in the Nigerian context. It is against this background that this study investigated the effect of human capital management practices on the performance of public servants in selected Government Agencies in Nigeria.

Furthermore, there is a rising agreement amongst scholars and experts on the predictors of employee performance. These studies have suggested different types of factors including; promotion, training and development, feedback, recognition and reward on a piecemeal basis^{30,31}. Nevertheless, little statistical evidence has been found regarding the combination of human capital management practices variables (such as training, job promotion, performance recognition, performance feedback and reward) and their effect on the performance of employees^{31,32}. As such, this study examined the effects of human capital management practices on the performance of public servants in selected government agencies in Nigeria.

1.3 Aim and Objectives of the Study

The study examined the influence of human capital management practices on the Performance of Public Servants in selected Government Agencies in Nigeria. The specific objectives were to:

- i. determine the effect of rewards management practice on performance dimensions (commitment, work efficiency, responsiveness & goal attainment) of public servants in selected Government Agencies in Nigeria;

- ii. examine the role of Hiring process on performance dimensions (commitment, work efficiency, responsiveness & goal attainment) of public servants in selected Government Agencies in Nigeria;
- iii. ascertain the influence of training & development practice on performance dimensions (commitment, work efficiency, responsiveness & goal attainment) of public servants in selected Government Agencies in Nigeria;
- iv. determine the effect of performance appraisal practice on performance dimensions (commitment, work efficiency, responsiveness & goal attainment) of public servants in selected Government Agencies in Nigeria; and
- v. examine the influence of promotion practice on performance dimensions (commitment, work efficiency, responsiveness & goal attainment) of public servants in selected Government Agencies in Nigeria.

1.4 Research Questions

The following research questions answered in this study are as follows:

1. How does rewards practice affect the performance of public servants in selected Government Agencies in Nigeria?
2. In what way does hiring practice affect the performance of public servants in selected Government Agencies in Nigeria?
3. Does training & development practice affect the performance of public servants in selected Government Agencies in Nigeria?
4. What is the effect of performance appraisal practice on the performance of public servants in selected Government Agencies in Nigeria?

5. How does promotion practice affect the performance of public servants in selected Government Agencies in Nigeria?

1.5 Hypotheses

The hypotheses for the study are as follows:

- H₀1: Rewards practice has no significant effect on the performance dimensions of public servants in selected Government Agencies in Nigeria
- H₀2: Hiring practice does not have significant effect on the performance dimensions of public servants in selected Government Agencies in Nigeria
- H₀3: Training & development practice do not have significant impact on the performance dimensions of public servants in selected Government Agencies in Nigeria
- H₀4: Performance appraisal practice plays no significant role on the performance dimensions of public servants in selected Government Agencies in Nigeria
- H₀5: Promotion practice has no significant effect on the performance dimensions of public servants in selected Government Agencies in Nigeria

1.6 Significance of the Study

This study investigated the human capital management practices affecting the Performance of Public Servants in Government Agencies in Nigeria. The findings and recommendations are of great importance to government agencies in enabling their management review and aligning their practices to facilitate the achievement of improved performance through adequate management of their human capital management practices. This study helps to enlighten managers, HR practitioners on the concept of human capital management practices, prevailing issues and its importance concerning employee performance. This is very

important given the expected contributions of public institutions to the smooth running of the nation. Future scholars conducting their research on employee performance and other relevant topics can build on the findings of this study. They can utilize it as a source of information and do research using it in the areas that are suggested for further study.

1.7 Scope of the Study

The study focused on the assessment of the influence of human capital management practices on the Performance of Public Servants in Government Agencies in Nigeria. To measure human capital management practices, the study adopts the following variables: reward, training, retention, and promotion. The study was carried out between year 2021 and 2023.

The population of this study consists of 5,068 employees of selected government agencies in Nigeria. The study utilised a sample size of 1485 respondents. The selected agencies are the National Insurance Commission (NAICOM), National Pension Commission (PENCOM), Nigeria Deposit Insurance Corporation (NDIC), Nigerian Maritime Administration and Safety Agency (NIMASA), Nigerian Shippers' Council (NSC) National Economic Empowerment & Development Strategy (NEEDS).

1.8 Limitations of the Study

- i. The study concentrated on several facets of human capital management (HCM) practices, including hiring processes, career advancement, training and development, performance appraisals, and reward systems. Even though these activities are essential parts of HCM, it is critical to recognise that this research addressed only some aspects and practices within HCM. Public servant performance, the study's dependent variable, was also assessed regarding goal attainment, efficiency, commitment, and responsiveness. Despite being essential performance indicators, these indicators only cover a portion of the broader spectrum of possible performance indicators.

Consequently, the study's results may be partial because they only encompass some HCM practices or measures pertinent to public servants' performance.

- ii. Although questionnaires were a valuable tool for the study in collecting data from participants, it is crucial to recognise that this approach may have limitations regarding the depth of insights that may be gained. The depth of the data gathered may be limited if questionnaires are the only method used. Including interviews in addition to the questionnaire might have given researchers a chance to learn more about respondents' viewpoints, experiences, and perceptions, leading to a more thorough knowledge of HCM practices and public servant performance. The study may have yielded a more detailed and nuanced assessment of the research variables by integrating qualitative data from interviews into its analysis.
- iii. Due to the study's dependence on self-report measures, standard method bias and social desirability bias may be issued for concern. The subjective impressions and interpretations of respondents are the foundation of self-report measures, and they might be skewed by common technique biases or social desirability. This could have affected the reliability and quality of the data by leading to respondents giving responses that they thought were biased or socially acceptable rather than ones that represented their experiences or behaviours. Future studies should use various data collection strategies, such as objective performance measurements, observational approaches, and self-report measures, to reduce these biases. Furthermore, utilising anonymity or confidentiality guarantees may motivate participants to give more honest and sincere answers, lessening the influence of social desirability bias. Researchers can improve the validity and reliability of their findings and increase the

robustness of the conclusions by taking a variety of approaches to data collecting and analysis.

1.9 Operational Definition of Terms

Adaptability and Initiative: Assessing an employee's adaptability to change and their willingness to take initiative in improving processes, seeking opportunities, and going beyond their assigned responsibilities are important indicators of performance.

Attendance and Punctuality: Reliability and adherence to attendance and punctuality requirements are indicators that reflect an employee's commitment to their role and their respect for the organization's expectations.

Civil Service: Civil Service in this study is the government workforce covering all the ministries and departments of the state and the people who work in them. It constitutes civil servants as its adherents, to aid in formulating, carrying out government policies and their implementation for the benefit of the public

Efficiency: This indicator measures how well an employee completes tasks within specified deadlines and utilizes resources effectively. It assesses their ability to manage time, prioritize tasks, and optimize productivity.

Employee Performance: Employee performance refers to the level of achievement, effectiveness, and productivity demonstrated by an employee in carrying out their job responsibilities and meeting organizational goals. It involves assessing how well an employee performs their tasks, achieves objectives, and contributes to the overall success of the organization. Indicators of employee performance are measurable and observable factors that provide insights into an employee's performance level. These indicators can vary depending

on the nature of the job, the organization's objectives, and the specific performance criteria established. Here are some common indicators used to evaluate employee performance:

Employee Reward: A reward refers to something given or received in recognition, appreciation, or compensation for one's efforts, achievements, or contributions. It is a form of positive reinforcement that is intended to motivate and incentivize individuals or groups to continue or improve their performance.

Human Capital Management Practices (HCMP): Human Capital Management Practices (HCMP) refers to the strategic approach and practices used by organisations to effectively manage and maximize the value of their workforce. It encompasses a broad range of activities and processes related to managing employees throughout their entire lifecycle within an organization, from recruitment and onboarding to performance management, talent development, and off-boarding.

Job-Specific Goals and Objectives: These are specific targets and milestones that employees are expected to achieve within their roles. Indicators of performance can be determined by assessing an employee's progress toward meeting these goals.

Key Performance Indicators (KPIs): KPIs are quantifiable metrics that are directly tied to an organization's objectives. They provide a clear measure of an employee's contribution to important outcomes, such as sales targets, customer satisfaction ratings, project deadlines, or quality standards.

Performance Appraisal: Performance Appraisal in this study is a procedure by which a superior examines and evaluates a worker's (civil servant) job behaviour with present standards about who will be trained, promoted, demoted, paid, etc. It is "a special form of evaluation involving a comparison of the observed performance of an employee with a

performance standard which describes what the employee is expected to do in terms of behaviours and results" and "communicating that information to them".

Problem-Solving and Decision-Making: Evaluating an employee's ability to analyse problems, generate solutions, and make sound decisions is another performance indicator. This can include assessing their critical thinking skills, creativity, and ability to resolve issues independently or collaboratively.

Promotion: Employee promotion refers to the advancement of an employee to a higher position, job role, or increased responsibilities within an organization. It is a recognition and reward for an employee's performance, skills, experience, and potential, and it signifies a higher level of authority, status, and compensation.

Quality of Work: The quality of an employee's work output is a critical performance indicator. It involves assessing the accuracy, thoroughness, attention to detail, and overall excellence in the completion of tasks or deliverables.

Training & Development: Training refers to the process of acquiring knowledge, skills, competencies, or behaviours through organized instruction, practice, and experience. It is a systematic and planned approach to develop and enhance an individual's abilities and performance in a specific area or task.

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Chapter Two

Literature Review

This chapter consists of a review of related literature - conceptual, theoretical and empirical reviews, as well as a conceptual framework on Human Capital Management Practices and Performance of Public Servants in Government Agencies in Nigeria.

2.1 Conceptual Review

2.1.1 Civil Service

The civil service is the machinery that the government uses in implementing its policies designed to meet its political aims as well as to provide social services. This does not preclude the legislative and judiciary arms of government in the attainment of the objectives of the civil service¹. Civil servants are persons employed in the government civil service and work in any ministry or department of the government. Public service embraces the civil service and other parastatals, commissions and agencies of the government which help for the proper provision of goods and services to the people. It is important to point out the confusion over the use of the words: “civil service and public service”². Civil service refers to service within government ministries and departments charged with the responsibility of implementing government decisions and policies. On the other hand, public service refers not only to service within government departments and ministries but also, in parastatals, the police force and armed forces². While all civil servants are public servants, not all public servants are civil servants².

In other words, the past study affirmed it to refer to all staff of the ministries and corporations from permanent secretaries to daily employees. It does not include armed forces personnel, magistrates and judges³. Another study looked at civil service as an executive arm of the government which comprises all servants of the state other than holders of political and judicial offices who are employed in a civil capacity and whose remuneration is paid wholly and entirely out of monies voted by parliament. This then means that the term civil servants covers all staff of ministries and corporations from permanent secretary to the daily rated employee. It does not include armed forces personnel, magistrates and judges⁴. Civil service is commonly used as the synonym of the machinery of the government; this is so in Britain and most common-wealth countries of Sub-Saharan Africa. In Britain, civil service is used to refer to the body of permanent officials appointed to assist the decision-makers.

2.1.1.1 Performance

In the organizational context, performance is usually defined as the extent to which an organizational member contributes to achieving the goals of the organization. Employees are a primary source of competitive advantage in service-oriented organizations. In addition, a commitment performance approach views employees as resources or assets, and values their voice. Employee performance plays an important role for organizational performance. Employee performance is originally what an employee does or does not do. Performance of employees could include: quantity of output, quality of output, timeliness of output, presence at work, cooperativeness⁵.

Improved individual employee performance could improve organizational performance as well. Employee performance could be defined as the record of outcomes achieved, for each job function, during a specified period of time. If viewed in this way, performance is represented as a distribution of outcomes achieved, and performance could be measured by using a variety of parameters which describe an employee's pattern of performance over time. Also, employee's performance is a rating system used in many corporations to decide the abilities and output of an employee⁵.

Performance, in this study, is used to connote the productivity level of workers. Productivity is an index which is used to measure the ratio of output per unit of input⁶. It simply tells whether or not factors of production are contributing more or less total output. It is defined as the ratio between output and all the resources used in production i.e., capital, labour, raw materials etc. the most efficient use of all available resources. It has also been defined as the “achievement of desired output coupled with a maximum utilization of resources which includes man, money, material and machinery.” The scholar stated that since our economy is labour intensive, emphasis should be designed to suit the economy⁷. It has been pointed out

that productivity of labour in industry depends not only on the quality and quantity of labour used, but also on the quality and quality of their inputs that are cooperate with labour⁸. It could be viewed in terms of all those activities which cover all the physical and mental efforts that satisfy human wants⁶.

Employees' performance is depending on the willingness and also the openness of the employees itself on doing their job⁷. The scholar also stated that by having this willingness and openness of the employees in doing their job, it could increase the employees' productivity, which also leads to the performance.

A standard performance, employers have to get the employees task to be done on track as to achieve the organization goal or target⁸. By having the work or job done on track, employers could be able to monitor their employees and help them to improve their performance. Furthermore, a reward system should be implemented based on the performance of the employees. This is to motivate the employees in order to perform more on their task. There are several factors being described towards the success of the employees' performance⁹. The factors are such as physical work environment, equipment, meaningful work, performance expectation, feedback on performance, reward for good or bad system, standard operating procedures, knowledge, skills and attitudes. Performance that relies on internal motivation but presence of internal factors such as necessary skills, intellectual capacity and resources to do the job clearly have an impact¹⁰. As a consequence, employers are supposed to provide appropriate working conditions in order to make sure the performance of employees meet the required standards.

Employees' performance has been established to be directly related to employees' motivation. Modern employees' motivation management methods have evolved over time which discredited Taylor's "differential piece rate -work" and Gantt's "task and bonus wage"

systems. The modern employees' motivation management methods are employees' oriented and are more effective¹¹. People work to survive and live through financial compensation, to make new friends, to have job security, for a sense of achievement and to feel important in the society, to have a sense of identity, and most specially to have job satisfaction¹². All employees that have job satisfaction are high performers in their respective workplaces. The most important motivator of workers is salary and wages when he said that "non-incentive wage system encourages low productivity"¹⁷⁹. He said that if employees receive the same wage irrespective of their individual contribution to the goal, they will work less and that employees think working at a higher rate means fewer employees may be needed which discourages employees to work more¹³. Basing on those explanations, this study indicates that the success of any organization largely depends on the motivation of its employees.

2.1.1.2 Components of Employee Performance

i. Employee's Commitment

Commitment is the disposition of social actors to use their energy and offer loyalty to social systems, the attachment of personality systems to social relations, who are considered as self-expressive. It refers the employees' acceptance level of the organization's goals and the willingness they have to work towards these goals. In other words, employee commitment is a psychological bond that is characterized by the members' feeling of attachment, obligation, and loyalty to a given organization, that is, it is the link between the organization and the employees. On the other hand, employee's commitment is defined as the willingness and steady forces that determines and maintains the attachment of a person to a particular

organization. Employee commitment is required in the workplace in no small measure for employee's enhanced performance since high levels of commitment results in several favorable organizational outcomes. It shows the degree to which employee is identifying with a particular organization and is committed to both its mission and goals. Employees' commitment vital matter in every organization as this is capable of been used to predict employee's performance, absenteeism and other behaviors¹⁴.

ii. Work Efficiency

Work efficiency is an important concept for human resource management as well as for overall organization performance. Work efficiency is the ability to get the most output from the least possible input. It means doing more with less. Working smarter, not harder. When you improve efficiency, you're able to get a larger output from the same amount of input or even less. Organizations need to be efficient in order to compete and survive in the modern economic environment. The reason for this can be readily understood from the definition of the word "efficiency" which means "to be productive without waste" (e.g., of time or energy), namely, "effective operation as measured by a comparison of production with cost, as in energy, time, and money". This implies that improving employees' efficiency at work should be very important to the organization's economic performance. Efficiency refers to obtaining the most output from the least amount of input. Work efficiency can be affected by different factors which include the educational attainment of the worker, the external environment and even age⁶. Accordingly, managers should be concerned with employee work efficiency since high efficiency should lead to lower costs but better products, which would benefit the organization. Consequently, since the specific variable of Work Efficiency has

not been sufficiently examined, and the factors contributing to it are not clear, it is necessary to further investigate work efficiency. Since efficiency is considered to be a means to achieve organizational goals, high efficiency is desired by management for their organizations to attain high effectiveness¹⁵.

iii. Responsiveness

The term responsiveness has a number of definitions which depends on where the area of responsiveness is applied. Responsiveness serves as the active ingredient that underlies many of the important qualities that define satisfaction and good relationships⁷. Responsibility is the behavior of employees in the organization to act in time and convey information in accordance with consumer needs⁸. Employees will act according to organizational goals based on the desire to appreciate the time that has been sacrificed by consumers when making a purchase. The ability to respond to what is owned by employees will be positively assessed by consumers so that it can create capabilities when serving consumers⁹. The responsiveness of employees is based on personal responsibility for the organization. Personal conditions of employees who have good responsiveness can encourage the desire to act and treat consumers fairly. Responsiveness is known as the ability to respond time effectively. Overall, responsiveness can be described as 'time to respond' to customer demands in the meant time serves ability to compete in rapid market changes. Responsiveness is the capability of manufacturing operations to be timely responsive in fulfilling customer demands and subsequently compete in the rapid market changes.

Responsiveness is the willingness to help customers and to provide prompt service. This dimension focuses in the attitude and promptness in dealing with customer

requests, questions, complaints and problems. It also focuses on punctuality, presence, professional commitment etc., of the employees or staff. It can be calculated on the length of time customers wait for assistance, answers to questions etc. The conditions of responsiveness can be improved by continuously view the process of service delivery and employees attitude towards requests of customers¹⁶.

iv. Goal Attainment

Goal attainment is usually regarded as the first dimension of Employee Performance. It referred to “task performance as the proficiency or competency with which one performs central job task and achieve result¹⁷. It can be described as “behaviours that directly contribute to the organization’s technical core”¹⁸. Established on the above meanings, One can say that goal attainment encompasses behaviours in the organization that are directly encompassed in the provisions of goods and services or even undertakings that openly offer support to the functioning of establishment’s core technical procedures. Simply put, goal attainment refers to the behaviours of employees performed in order to accomplish the assigned task within their job description. For example, when an employee uses his/her knowledge or technical skills to accomplish an assigned task he/she has engaged in task performance. Review of extant literature revealed that there are some other labels that have been used for goal performance. These includes: Task behaviour, “Job specific task proficiency, Technical proficiency. In-role performance, and more recently Individual Occupation Performance¹⁰. Studies have also identified three examples of task performance which includes; job knowledge displayed, work quality and work quantity achieved.

v. Creativity

Creativity can be explained as production of new ideas; a creative employee is one who can come up with new suggestions/ideas for the services to be constructed,

the flood of the communication and understanding it in the same way which would affect the work done by the employee during his working hour . Creativity is explained as a design in which the employee make such innovative construction in which the work related problems are resolved in rightful manner with step by step process, some explain it as the ability of the individuals how they can develop useful solution to meet the challenges and overcome the problem them self individually¹⁰. Creativity may be considered as the highest level of human learning, the highest thinking potency, and the final product of human's mind and thought¹¹. Creativity is dealt with thinking, finding new opinions and methods, and innovation in the use of them. In management, only creativity is not sufficient but ideas must be converted to act. So, new ideas must be used in the adjustment of managerial programs. However, creativity is an ability which helps people identifies possible solutions. If someone can maximize the result of decision-making, he/she will be termed as a rational person. A creative employee is one who has the ability to be aware of the organization and must be sensitive so that he can tackle the problem, he must have sharp mind so he is able to remember his task for long time, and he must be adaptive, it is because due to Globalization there is rapid change in the technology as well the culture so a creative employee would be one who is able to adapt all the changes before time, in this way he would be termed as creative. It has been long observed that employee's creativity is mostly seen by the large organization and team. Creativity is mostly involved in the generation of change in product, due to working in team the employee are constantly engaged in learning new knowledge, skills which are the necessary requirements needed by the organization from the employee so they can achieve timely goals. Creativity can be explained as introducing new techniques by

individual or group of people in organization for achieving the maximum potential of human labor which will result in achieving goals effectively, due to innovation and globalization if a firm wants to compete with its competitor they must hire creative employee who are extroverts, feeling easy to work in groups. Employees with proactive personalities are the one which are mostly admired to make constructive change^{18,19}.

Employee's creativity can be most commonly be referred to an individual who has new ideas for his work & working style, he must be flexible in order to work in team rather than individually completing a project, a creative employee is one who has better skills of understanding and is adaptable in order if new technology is introduced in the firm so he should be able to use it in no time, all these values indicate employee's are empowered so they can complete the task as they are feeling comfortable all these characteristics would help in getting to know new opportunities, use of advance technology all these changes are part of everyday life²⁰.

2.1.1.3 Factors Affecting Employee Performance

There are many factors that affect employee performance at the workplace. These factors can affect performance of employees individually and collectively. They can also have either positive or negative impact on employee performance.

Motivation: Motivation as the intensity of a person's desire to engage in some activity²¹.

Motivation can be intrinsic or extrinsic. Extrinsic motivation refers to the external factors which can be measured in monetary terms e.g. salary and benefits, promotion and disciplinary. Extrinsic motivation has immediate and powerful effect but does not last long. Intrinsic motivation refers to external factors e.g. responsibility, freedom to act, scope to use

and develop skills and abilities and challenging work and opportunities for development. Intrinsic motivation lasts longer since they are concerned with quality of working life. A motivated person has the awareness of specific goals that must be achieved in specific ways; therefore, his efforts are directed at achieving such goals²². Motivation is a key ingredient in employee performance and productivity²³. Though people might have clear work objectives, the right skills and supportive work environment, they will not get the work done without sufficient motivation to achieve those work objectives. He added that motivated employees are willing to exert a particular level of effort, for a certain amount of time, toward a particular goal. Motivation represents the complex forces and needs which provide the energy for an individual to perform a particular task. A motivated employee is always conscious of the goal to be achieved and directs his efforts towards attaining it^{22,23}.

Organisational Culture: Organizational culture is a system of shared beliefs about what is important, what behaviors are important and about feeling and relationships internally and externally²⁴. It can enhance employees' performance if what sustains it can be understood. Thus, the culture of an organization acquaints employees with the firm's history as well as current methods of operation that guide employees on expected and accepted future organizational behaviors and norms. The effects of organizational culture can be summarized as; knowing the culture of an organization allows employees to understand both the organization's history and current methods of operations²⁵. Secondly, organization culture can foster commitment to the organization's philosophy and values. Thirdly, organizational culture, through its norms, serves as a control mechanism to channel behaviors towards desired behaviors and lastly, certain types of organizational cultures may be related directly to greater effectiveness and performance than others.

Organisational Commitment: Organizational commitment is a situation whereby an employee is in line with a specific organization as well as with the goals and wishes to maintain membership in the organization²⁶. Studies have shown relationship between organizational commitments was significantly associated with productivity in Auto Component Industry. The organizational commitment has a great impact on almost all behaviors related to the organization like; staying with organization, attendance and performance²⁷. Organization commitment corresponds with important factors such as improvement of working efficacy, job movement reduction, and more satisfaction both in organizational and professional levels²⁸. Related studies have shown that higher levels of commitment in employees result in more satisfaction and motivation and decrease the probability of leaving the organization²⁹. Furthermore, organization commitment probably affects working behaviors of employees such as their observable attitudes, the judgments of ending, and their involvement in professional groups. Organizational commitment corresponds with positive behaviors, which are useful for the organization. A committed employee tends to keep on his membership and shows tremendous effort not because of his own advantage but for the belief that he must act in this manner because that is what is expected of him.

2.1.2 Human Capital Management Practices

Human Capital Management Practices (HCMP) are infrequently articulated explicitly in human resource management literature. When discussing human capital management, researchers have used many lenses. The majority of studies have concentrated on how HCMP improves performance. A substantial and expanding body of research shows a beneficial relationship between organisational effectiveness and the growth of human capital³⁰.

This focus on human capital in organisations reflects current theories that market value depends more on intangible resources, particularly human resources, than on tangible ones. But finding and keeping the greatest staff is only one aspect of the puzzle. The company must also make the most of its employees' talents and skills by promoting both individual and group learning and cultivating a welcoming atmosphere for the generation, exchange, and application of information³⁰.

In order to build a high-performing work environment, human capital management practises (HCMP) are essential. From hiring to development to retention, businesses need to manage their human capital across all stages of an employee's employment. In order to carry out the task of the company most successfully, HCMP entails placing the right people in the right positions at the right times, with the correct abilities, and providing them with the appropriate incentives. This allows them to carry out the appropriate function in the appropriate setting. Additionally, it entails raising productivity and investing in human capital. The goal is to maximise the organization's human capital, which is the sum of each employee's personal human capital. The change of our workforce development, evaluation, and deployment processes is strategic HCM. It emphasises outcomes rather than procedures. According to a study, the phrase "Human Capital" (HC) was first used in "Investment in HC."³¹ The phrase is now most usually used to denote a mix of abilities, knowledge, and experience. The phrase "human capital" (HC) is all-inclusive and refers to "the knowledge, skills, competencies and other attributes embodied in individuals or groups of individuals acquired during their life and used to produce goods, services, or ideas in market circumstances." A person becomes potentially productive thanks to HC, which also gives them the tools to be paid for their job.

2.1.2.1 The Development of Human Capital Management Practices

Certified Accountants respond differently depending on whether they have the given human resource value statistics or not, according to research³². Many various human resource accounting models were published during that time. Beginning in the early 1970s, a new generation of managers emerged, and many facets of corporate life were impacted by their worries about employees and their feelings³³. The significance of the interaction between employers and employees was emphasised by this set of managers. They developed the most recent findings related to increased productivity and management philosophies that encouraged employee initiatives and suggestions. Interest in Human Capital Management Practises began to wane after 1980. The primary factor was the conclusion of fundamental research on HCMP and other connected models. Complex tests that could only be completed by a small number of researchers were required in order to create an applied research study. Costs were considerable, advantages were hazy, and the sponsoring corporation may not have realised a profit. There were not many reports released. 'At this point, it appeared that human resource accounting was a promising concept that would not be further developed³⁴. Human capital is becoming increasingly important as the economy transitions from one that is industrially oriented to one that is knowledge based. This led to interactions between theory and implementation, which rekindled interest in Human Capital Management on a global scale. Realising an effective human capital management plan and becoming a knowledge-based corporation are viewed as being essential requirements for businesses to succeed. The goal of managing a company's human capital is to boost and enhance the business's profits³⁵. This shows that the company can quantify its first investment in human capital. The benefits of human capital accounting for the organisation are now difficult to quantify. Systems for managing human capital must demonstrate their worth. Interest in and collaboration with human capital management practises are unlikely to last without this measurable success. Employees were seen as "cogs in the industrial machine" in the early 1990s, but today, "many

of the highly skilled knowledge workers actually control the machines, carrying the power and ability to make decisions to satisfy customer needs"⁷. Employee value increased, and it became increasingly crucial for businesses to understand that value. In this century, and particularly in the last 25 years, there has been less hesitation to approach the worker as an asset. He provided two explanations for this. The first is that highly compensated professionals like engineers, accountants, scientists, and lawyers rarely feel oppressed and are not typically treated with contempt if they are seen as assets³⁶. Second, when such individuals are viewed as assets, they must describe how their worth relates to the revenue generated by their skills. Organisations nowadays utilise a variety of strategies to utilise and profit from their human resources. New approaches are constantly being developed, but they are also critically questioned. Companies nowadays must recognise that the workplace environment ensures their human capital produces its best results. To determine how effectively individuals use their knowledge and abilities, organisations must assess the value that is produced by the employees. However, it appears that while Human Capital Management has undergone significant and diverse development in academic study, its users have not yet fully grasped it in practise in enterprises. Many human resource managers have not made an effort to comprehend the value of or how Human Capital Management Practises can be successfully employed in their organisation, according to recent surveys³⁷. High Performance HR practises and Human Capital Management Practises may be used interchangeably for the purposes of this study. Human capital management is described as "the processes and practises within an organisation that align the management and development of employees with its business results" by a decision sciences expert³⁸. "The stock of competencies, knowledge, and personality attributes embodied in the ability to perform labour so as to produce economic value," according to human capital management, is what this phrase refers to¹². The practises of managing human capital are defined as "the totality of the knowledge, skills, experience,

and other relevant workforce attributes residing in an organization's workforce and driving productivity, performance, and the achievement of strategic goals³⁹." Practises in human capital management are a "strategic approach to people management that focuses on the knowledge, skills, abilities and capacity for growth and innovation, held by people in an organisation"⁴⁰. When attempting to define the meaning of human capital management practises, it is important to note that today's workforce must be appropriately managed in all of its talent and labor-related facets, which necessitates a thorough analysis of all workforce segments in relation to every aspect of operational detail⁴¹. The phrase "human capital" derives from the concept of information, skills, and attitudes that are created and valued largely for their potential for economic productivity⁴². Human capital is defined as an individual's knowledge, skills, abilities, and other attributes that may be used in a productive way⁴³.

The most important resource base for a company is its human capital, which reflects each person's knowledge, experiences, talents, know-how, skills, ideas, creativity, and innovation⁴⁴. This improves an organization's capacity to address issues and reach crucial judgements in novel and complicated situations⁴⁵. Human capital development has historically been described using a variety of jargon. Terms like education, training, and development are included. The process of assisting employees in improving their skills, knowledge, and experiences through programmes for training, education, and development is known as human capital development (HCD)⁴⁶.

Human capital management can be interpreted as a deliberate and ongoing attempt by organisations to improve employees' task performance, knowledge, and experiences⁴⁷. Human capital management is "mainly meant to help both organisations and employees through: enhancing employees' task performance and assisting employees in developing their

knowledge and experience⁴⁸. Practises for human capital management are "processes that direct and guide individuals and teams so that they are outfitted with the necessary skills, knowledge, and competence needed to undertake organisational tasks⁴⁹."

As explained, effective leadership is necessary for introducing, leading, and guiding both individuals and teams in Human Capital Management Practices. As a result, immediate supervisors of employees play a crucial role. It appears that enhancing skills, knowledge, and competencies involves all individuals and teams through the process of human capital management. A further point made by Armstrong is that "the concept implied that Human Capital Management practises are largely aimed to satisfy present and future task requirements of an organisation⁵⁰."

Practises in human capital management are organisational learning initiatives intended at enhancing performance and fostering personal growth for the benefit of the individual, his position, and the organization⁵¹. According to the argument, "the areas of training and development, promotion and professional growth and organisation development; improving employees' job performance and personal growth; and improving personal growth within the organization" are the three main issues covered by human capital management practices. The underlying presumption of human capital management practices is that workers cannot be viewed as commodities who may be employed and fired based on the organization's short-term desires⁵². Human capital management practices are defined in the context of an organisation as a process by which the employees of an organisation are assisted in a continuous and planned manner to acquire or sharpen capabilities required to perform various functions associated with their current or expected future roles, develop their general capabilities as individuals, and discover and exploit their own inner potentials for their own and/or organisational development purposes⁵³. Human capital management practices (HCMP),

according to other researchers on a different level of definition, are concerned with gathering, analysing, and reporting on data that guides value-adding strategic investment and operational people management decisions at the corporate level and at the level of frontline management⁵⁴. It is ultimately about value, as was stressed. In this situation, the distinguishing feature of HCMP is the use of metrics to direct a management strategy that views people as assets and emphasises that competitive advantage is obtained by making strategic investments in those assets through employee engagement and retention, talent management, and learning and development initiatives. Practices in human capital management serve as a link between corporate strategy and human resource management. Sometimes a more general definition of human capital management practices without a focus on measurement is used. A coordinated effort to manage and enhance human capacities to attain noticeably greater levels of performance is known as "human capital management practices" ⁵⁵. The set of procedures relating to how people are handled in an organisation is what the researcher identified as HCMP.

2.1.2.2 Components of Human Capital Management Practices

1. Training Practice:

The competitive nature of the modern workplace requires employees to be qualified to perform a variety of tasks, tasks and functions economically, efficiently and safely. A study notes that training is an indispensable tool to improve the performance of civil servants to fit in today's dynamic environment⁵⁶. It notes that all people working in an organization need training to be effective. In view of this, all civil servants in the Delta State require some form of training to improve their performance while on duty. The types of training that public service workers need are those that enhance or deepen skills relevant to their day-to-day activities. Employee training and development is one of the functions of human resource

management that acts as a motivator for them. The training for civil servants to have a sense of integration and integration in the system. However, it is observed that training in the civil service is not based on employees but on the willingness of senior staff to organize such training. The training comes from the competent coalition, not from the people who really need it⁵⁷.

A similar study notes that a number of senior employees have used the vehicle to create staff funds for themselves and interns. These incidents represent a high rate of lobbying and patronage, evident in the screening of personnel who will be professionally trained in the civil service. The training offered over the years in Delta State Civil Service is aimed at all employees who have a good personal relationship with senior staff and not necessarily those who actually need such training. The rate of bias is very high and affects the selection process of those who will take part in the training. Therefore, the effectiveness of training in implementing government policies and programs is questionable. Furthermore, the sensitive nature of civil service work is related to the type of training that should be provided to its employees. Compensation / Reward. This tumultuous labor-management crisis caused by the incitement of national officials to pay more challenges public organizations to use their employees more effectively to improve organizational performance. In the Nigerian civil service in particular and the Delta State in particular, remuneration has become a driving force for job search⁵⁸.

Therefore, it is very urgent and important for the organization to establish a satisfactory compensation system that can motivate employees to work. A study notes that compensation processes are based on compensation philosophy and strategy and deliver in the form of policies and strategies, guiding principles, structures and procedures designed and managed to provide and maintain appropriate types and levels of remuneration²³. It is about measuring

the value of work, designing and maintaining a compensation structure by rewarding performance, skills and abilities, and providing benefits to employees. A study also notes that compensation promotes job search in the civil service¹². It further explains that compensation management is an integral part of the human resource management approach to improving productivity in the public sector. It discusses the design, implementation, and maintenance of a compensation system that focuses on improving the organization's workforce for effective implementation. It explains that compensation involves having a compensation structure in which the most productive are paid more than the average performers. Also, it notes that compensation management is the formulation and implementation of strategies and policies to compensate people fairly, equally and consistently according to their value to society.

Furthermore, training is the formal and systematic modification of behaviour through learning that occurs as result of education instruction development and planned experience⁵⁹. The fundamental aim of training is to help the organization achieve its purpose by adding value to its key resources the people it employs. Training means investing in people to enable them to make the best use of their natural abilities. The objectives of training are to develop the skills and competence of employees and improve their performance, help people to grow within the organization and also as far as possible in new job as appointment transfer or promotion and ensure that they become fully competent as quickly and economically as possible. Effective training can minimize learning costs, improve individual, terms and co-operate performance in terms of output, quality speed and overall productivity⁶⁰. To improve operational flexibility by extending the shape of skills possessed by employees (multi-skilling), increases the commitment of employees by encouraging them to identify with the mission and objectives of the organization and to provide high level of services to customer. Training is the process of increasing knowledge and skills of an employee for doing

particular jobs. It is an organized activity designed to create a change in the thinking and behavior of people and to enable them to carry out their jobs in a more efficient manner⁶¹. Training as the acquisition of the technology, which permits employees to perform up to standard⁶². Thus, training may be defined as an experience, a discipline or a regimen, which causes people to acquire new pre-determined behaviors. One of the most powerful benefits of collecting satisfaction data is the ability to analyze service down to the technician level. This gives companies the ability to offer targeted training to employees based on areas needing improvement.

The reason for training or not training will depend on the company's training philosophy stated in the training policy. A Training philosophy expresses the degree of importance a company attaches to the training. The following are the main common training philosophy adopted by many organizations: System approach in which companies believe that employees will find what to do for them in regard to training needs. If these companies suffer from a skill shortage it is remedied by recruiting from outside. These organizations are prepared to pay the top market rates for skilled staff, and what they put into recruitment, selection is high compared to the benefits they do not put into training⁶³.

A model for evaluating effectiveness of training was proposed as consisting of the following five levels of evaluation; (1) evaluating the training, as in post-course questionnaire (2) evaluating the learning in terms of how the trainee now behaves (3) evaluating changes in job performance (4) evaluating changes in behavior change (5) evaluating changes in the wider contribution that the organization now makes. The purpose of the on-the-job training session is to provide employee with task-specific knowledge and skills in work area. The knowledge and skills presented during on-the-job are directly related to job requirements. Job instruction technique, job rotation, coaching and apprenticeship training are the common forms of on-the

job training methods. Fully on-the-job training theoretically does not involve any off-the-job training. However, it is very rare for 100% of training to take place as part of the productive work of the learner. Job instruction training is a structured approach to training, which requires trainees to proceed through a series of steps in sequential pattern. The technique uses behavioral strategy with a focus on skill development, but there are usually some factual and procedural knowledge objectives as well. This type of training is good for task-oriented duties such as operating equipment. The instructor or supervisor prepares a job breakdown on the job, while watching an experienced worker perform each step of the job. Job instruction technique consists of four steps, preparation, present, try out and follow up⁶³.

Apprenticeship: The most widely used training method takes place on the job. OJT refers to new or inexperienced employee learning through observing peers or managers performing the job and trying to imitate their behavior. OJT as training that is planned and structured and takes place mainly at the normal workstations of the trainee although some instructions may be provided in a special training area on site-and where a manager, supervisor, trainer or peer colleague spends significant time with a trainer to teach a set of skills that have been specified in advance⁶⁴. It also includes a period of instructions where there may be little or no useful outputs in terms of productivity. According to a report for the apprenticeship ambassador's network Apprenticeship has benefits to both the employer and the employee⁶⁵. Apprenticeship increases productivity since motivated and highly trained workers produce better products, have better work habits and are absent less often. Apprenticeship also increases worker safety, reduces labor turnover, create a versatile workforce and provided employers with employees who can adapt to new technologies.

Job Rotation: Job rotation aims at broadening experience by moving people from job to job or department to department. It can be inefficient and frustrating method of acquiring

additional knowledge and skills unless it is carefully planned or controlled. Recruits into management training programs have often passed through a brief phase of job rotation before moving into a specific function such as human resource management, marketing or production. This is now being extended to many organizations as the value of flexibility is realized. This is a strong feature of the Japanese style of OJT management development. Such approach may involve transfer, job rotation, inside or outside the organisation. Trainees in locations where no one knows what to do with them mainly attribute criticism on the method to wastage of time. The term 'planned sequence of experience,' is preferred to 'job rotation' to emphasize that the experience should be programmed to satisfy a learning specification for acquiring knowledge and skills in different departments and occupations. Success in using this method depends on designing a programme, which sets down what trainees are expected to learn in each department or in which they gain experience⁶⁶. Job rotation is a system where employees work at several jobs in an organisation performing each job for relatively short period of time. Job rotation involves the movement of employees through a range of jobs in order to increase interest and motivation. Job rotation is a method used for employee's development. For it to be successful it must start with an end goal, must be carefully planned and both employees and organisation must benefit from it⁶⁷.

Mentorship: Mentoring is the process of using specially selected and trained individuals to provide guidance and advice, which will help to develop the careers of the protégés, allocated to them. Mentoring is aimed at complementing OJT, which must always be the best way of acquiring the particular skills and knowledge the job holder needs. Mentoring also complements formal training by providing those who benefit from it with individual guidance from experienced managers who are 'wise' in the ways of the organization⁶⁸. Mentoring is useful in the succession planning, but its success is dependent on the quality of the

relationship and on the seniors' tutoring abilities. A major disadvantage of mentoring is that it can be time consuming for senior managers; it is important that mentors are themselves given training as the role is particularly demanding and complicated requiring excellent interpersonal skills. There is also the issue of finding appropriate mentors for women managers given their under representation in senior management and possible differences in management styles between women and men managers.

2. Reward Practice:

One of the major tools used by an organisation to retain the talent is reward & recognition. In nature a reward might be intrinsic or extrinsic, it means either it is in form of monetary benefits like cash or allowances or it might be in terms of non-monetary benefits like recognition through an appreciation letter. Rewards used to exert long lasting effect on employees. A large number of studies have revealed the importance of reward and recognition in retaining employees⁶⁹. The rewards are the tools that can help in making employees committed with the organization and motivate them for performing well with a positive attitude. Different organizations have different types of rewards to be offered to its employees for e.g., awards, bonuses, allowances, free trips, resorts memberships, certificates of recognition etc⁶⁹. In general, and for the purposes of this study, "Reward and Recognition" covers all of those incentives that are not captured under the other categories of retention measures described in this report, and we may tentatively make the observation that while they are not generally seen to be the decisive elements in ensuring good retention, they often do much to sustain a workplace culture that is aware of the contributions of its members, while at the same time helping to reinforce positive behaviour.

To function properly, rewards must be well justified, everyone must have a fair chance at getting one, and that reward must be something that the recipient employee values. Everyone

who keeps the company productive deserves a fair share of awards, interesting new assignments, honours or other motivational treats that the company hand out. Morale will plummet if employees see the employer as arbitrary, unfair or playing favourites⁷⁰. Recognition and reward are strongly tied to the 'culture' of a particular workplace, they support that culture, and they are consistent with that culture whether or not that culture is something consciously managed or iterated by the company⁷¹. Rewards must, in other words, 'fit in' with people's perception of their employer and their workplace. In workplaces where labour-management relations are strained or where workers are distrustful of management's intentions, people will often react with skepticism when rewards are suddenly introduced. Writing from the employer's perspective, money in her discussion of financial incentives but she also points out that money is not always an appropriate reward⁷². In a survey that she conducted, almost a quarter of respondents said that they left their previous job because they did not feel valued or appreciated. In her view, showing appreciation "is not related to money, flexible work hours or career opportunities, it is more personal⁷³.

For some employees incentives designed to motivate may actually demotivate if they seem to be unfair or too difficult to obtain. Also, incentives can sometimes cause unhealthy competition among employees and either force employees to cut corners or sabotage their colleagues. Incentive programmes should be well thought-out before implementation and used with care. Finally, who also includes rewards and recognition in his list of high-retention practices, also argues that incentives and rewards can turn out to be counter-productive I know several companies that have relied so heavily on incentives that before any action are taken, employees ask, What's in this for me? They have robbed their employees of the intrinsic motivation of pride and self-respect a dangerous malady that is very difficult to

change. Too many gimmicks and too much extrinsic motivation will eventually harm their creativity and initiative.

3. Promotion Practice

Promotion refers to the activities and strategies employed by businesses or organizations to increase awareness, sales, and customer engagement for their products, services, or brand. It involves various marketing techniques such as advertising, public relations, personal selling, and sales promotions, with the aim of influencing consumer behavior and generating interest or demand in order to achieve business objectives. The ultimate goal of promotion is to communicate the value of a product or service to potential customers and persuade them to make a purchase or take a desired action⁷⁴.

Promotion is one of the key elements of human resource management in the civil service. Promotion confers an important role for any public servant. With the means of promotion, there is confidence and recognition of an employee's abilities and skills to occupy a higher position. A study notes that a promoted employee is often given greater responsibility and authority due to salary increases, incentives and other perks that help meet employee needs, recognition, and opportunity. psychological development. an organization. The study argues that promotion means moving employees from one office to another with higher status and responsibility⁷⁵. It further explains that job requirements such as education and experience are related to job title. By meeting the conditions of this position, the employee can be promoted to a higher position.

Job promotion is likely to provide employees the freedom of power over how they carry out their task in the organization, which is likely to reduce emotional tense and mental stress, caused by necessary present certain emotions and enhance their generally satisfaction of employee in the organization. Satisfaction of employee in the organization was openly associated to their obligation to their organization⁷⁶. Job promotion in the organization can be define as a physical performance, or set of practices relating the allocation of responsibility and produce the chain of command so as to give employees greater than before decision-making power in respect to the implementation of their main work activities, Job promotion was also some time not produce positive association with employee environment and their working ability in the organization⁷⁷. Their over-emotionality and strengthening of negative emotions may be produce result of anxiety's negative effects and their result produce low productivity⁷⁸.

Job promotion is defined as the level to which workers have a main role in planning and arranging their activities to perform, formulate the procedures they will exercise, and choose the process to implement in their working environment⁷⁹. Job promotion is a major and significant element of job design⁸⁰. It states the level due to which a worker can decide the pace, progression, and techniques to complete the tasks. Job promotion is different from independence; the last one refers to the options for the employees to make decisions at work and to select which duty to perform⁸¹. Job promotion is considered as a main job feature, visualizes the innovative options and valuable combinations for workers to perform their duties⁸². Improved job promotion facilitates workers to eliminate the factor of status quo and highlights the best opportunities for employees to perform their duties constructively⁸³. Therefore, workers in these atmospheres should have many more opportunities offered by suitable job features to be innovative and visualize the constructive ways for better

organizational performance. It is also proposed that better job promotion encourage the workers to negotiate task related perceptions concerned with innovative working environment⁸⁴. Workers with higher level of job promotion consider themselves accountable for their work and so, employees are stimulated to take initiative for the creative thinking that improves organizational performance⁸⁵. On the other hand, workers with low job promotion have only predefined policies and procedures to complete their works⁸⁶. Consequently, the workers with low job promotion are not stimulated to perform any creative task except the responsibilities of their status quo. Furthermore, as these workers with lesser options to perform creative tasks and less encouraging response from innovative work participation may have lower stages of innovative self-efficacy⁸⁷. It has been shown that promotion at work has a favorable impact on the well-being of workers, as well as their performance and creativity⁸⁸. Increasing work promotion would provide a win-win situation with benefits for both employers and employees. On the contrary, the intensification of work, which is also known to improve performance and productivity, is associated with negative health outcomes and the decrease in job satisfaction⁸⁹.

However, the impact of work promotion and labor intensity on workers' welfare can only be assessed clearly after taking into account the combined levels of both factors. In fact, specific combinations of work promotion and work intensity can have welfare effects that go beyond the isolated effect of each factor⁹⁰. Its Demand-Control model, was tested by hundreds of studies, is based on two hypotheses⁹¹. The hypothesis of tension postulates that jobs defined by high demand (high workload and time constraints) and under control, little freedom of decision on how to satisfy these demands, produce mental tension, stress and health problems. The activation hypothesis postulates that jobs with high demands and high control provide workers with learning and development opportunities, which results in good indicators of

health and job satisfaction. This is explained by the fact that the high latitude of decision "dampens" the stress-inducing effect of high work demands⁹². The level of promotion exhibited by the Entrepreneurs will determine the success of firm. Promotion refers to independent action in terms of bringing forth an idea or a vision and carrying it through to accomplishment, including the concept of free and independent action and decisions taken⁹³. Entrepreneurs are associated with more of a degree of freedom in combining and organizing resources⁹⁴. With reference to entrepreneurship in the context of strategy formulation, two types of promotion are referred to by scholars⁹⁵. The first type of promotion refers to decisive decision-making where a dream is driven to implementation through individual control while the second type of promotion refers to the individual promotion that enables entrepreneurial events and decision-making at junior levels of an enterprise. These types of promotion are dependable with the concept of Entrepreneurial Orientation⁹⁶. Individuals with a need for promotion might not necessarily be associated with positive associations in certain contexts. In terms of potentially negative conceptions around autonomy, research has indicated that individuals with a high need for promotion are also associated with certain negative behaviors⁹⁷. Individuals with a high need for promotion are associated with a preference for working alone, control over the workplace, and tend to be opposed to excessive rules and procedures. Research shows that performance for individuals with a high level of need for promotion is contingent on participation in the determination of tasks⁹⁸.

4: Hiring Process:

Recruitment and selection in the civil service is one of the core tasks of human resource management. It is hard to overstate the importance of having effective recruitment and selection techniques. The civil service can find and employ employees who are always qualified and fulfill their functions and are capable of taking on increasing responsibilities. A

study notes that the recruitment and selection process should capture competent employees who are better positioned to deal with the opportunities and threats arising from the operating environment. their movements¹⁵. The study describes recruitment and selection as the first step in the process of filling a vacancy that includes, along with reviewing the vacancy, reviewing all sources of suitable candidates, establishing contact these candidates and get applications from them. It is about developing and maintaining a suitable workforce. Selection is the second step in filling the void. Similar study considers the selection process as a human resource management tool to evaluate candidates to select the most suitable ones⁹⁹.

Employee recruitment is seen as the process of discovering potential candidates for actual vacancies in the organization. The primary goal of hiring should always lead the HR team to appoint people who can do the required work with the required level of performance. He further noted that in order to achieve its operational goals effectively and efficiently, the organization must find the right types of employees and manage them properly. The productivity and survival of the civil service depends mainly on the efficiency and effectiveness of human resource management to recruit qualified personnel for the organization.

A competent and efficient workforce is not achieved by accident, but through a precise and systematic process of a clearly articulated recruitment and selection activity. A study notes that recruitment and selection involves the process of finding, attracting and engaging the people the public service needs²⁴. It covers all the process methods involved in purchasing and the talents required for public service. Ignoring established recruitment policy principles will inadvertently lead to the entry of incompetent manpower, thereby leading to system inefficiencies, internal training methods may not improve²⁵. These training methods are

enhanced by using a baseline standard of competency assessed by the employee at the entry point. Hence, this is why good training may not make up for bad selection; leading to inefficiencies in public services. The goal of public service can only be achieved through the effective coordination of human resource management. Public servants must be effectively coordinated for a more productive service. The Civil Service is a labor-intensive organization and the quality of its services depends on the quality and performance of its employees.

5: Appraisal Practice

Performance appraisal is a discussion and review of employees' performance of given tasks and responsibilities globally. It is centred on results gotten by the employee in his/her job, not on the personality characteristics of the employee. Performance appraisal is an essential instrument for human resource management. It is a means for performance evaluation and also achieving performance enhancement among employees of an organization. As a management activity which increases the chances of achieving organizational goals, performance appraisal makes it compulsory for employees of an organization to know what is expected of them, and the indicators in which the overall productivity will be measured in order to make certain of staff progress, goal accomplishment, and organizational growth¹⁰⁰.

Performance appraisal is a regular or systematic evaluation of the performance of an employee on his current job and also in relation to future jobs that he/she may be required to take up²⁰. It evaluates and measures the results of the performance of employees indicating their deficiencies and potentialities so that they can improve overtime. A decent appraisal system is very important to the supervision of employees in an organization. The success of the organization depends mainly on a decent appraisal system. When there's good appraisal system, those employees who contribute more will be effectively rewarded and they are likely to be promoted into positions of greater responsibilities¹⁰¹. Therefore, for any appraisal

system to work effectively, the employees must understand it, feel it as fair, and must be work oriented enough to care about the results¹⁰². One approach that would help foster this understanding is for the employees to contribute in the system designed and be trained to some extent in performance appraisal. The fundamental objective of performance appraisal in an organization is to increase the employees' productivity. Therefore, performance evaluation provides adequate feedback on how employees are performing, by divulging them to knowledge and the result of their work; avenues for participating in the setting of tasks and goals; clear and attainable goals of the organization¹⁰³. By undertaking these activities, it will lead to the improvement of employees' performances, and thus higher productivity in the organization.

2.1.1.4. Purposes of Human Capital Management System: HCM system to comprise of four focal branches (Individuals, (employee-boss), Team, and Organization) and four agents of HCM (Employee, Immediate boss, HR department, and Organizations). According to him, the fundamental purpose of the HCM system is to enhance resource capability as the human capital of an organization is seen as a major source of competitive advantage¹⁰⁴. It is therefore about ensuring that the right quality people are available to meet present and future needs. This is achieved by producing a coherent and comprehensive framework for developing people. Furthermore, specific purpose of HCM as to develop intellectual capital and promote organizational, team and individual learning by creating a learning culture – an environment in which employees are encouraged to learn and develop and in which knowledge is managed systematically¹⁰⁵.

The general purpose of HCM as explained by other theorists is to provide training and development activities, which aims at developing the capacity of an employee and to a largest extent enhance his development through processes that leads to organizational effectiveness.

However, development and change have to be embedded within an individual before progressing into teams and organizations. Change in an organization always involves changing the individual and is first focused on individual development¹⁰⁶. In addition to the view of mentioned the following as the main purpose of HCM systems: developing the capabilities of individuals and employees in their respective roles in the present as well as in the future and to develop relationship, team spirit and collaboration in every unit of the organization together with the total self-renewal and enabling capabilities of everyone in the organization¹⁰⁷. Evidence shows that in order to achieve the above-mentioned objectives of HCM system, human resource management functions need to work in coordinated and integrated manner¹⁰⁸.

2.1.1.5 Human Capital Management Practices and Employee Performance

The link between human capital practices and performance can be achieved through the creation of an organisational environment where positive emotions such as involvement and pride are encouraged, resulting in improved organisational performance, lower employee turnover and better health¹⁰⁹. The experience of employees has been described as a fulfilling, positive work related experience and state of mind, and has been found to be related to good health and positive work affect¹¹⁰. When individuals feel positive emotions, they are able to think in a more flexible, open-minded way and are also likely to feel greater self-control, cope more effectively and be less defensive in the workplace¹¹¹. They found that, overall, satisfied employees are less likely to leave their employer. The findings of the CIPD survey confirmed this¹¹². The results found that a good job and employee fit provides opportunities to them for getting involved more in the work¹¹². This positively influences their attitude towards work and their self-development as well.

Employee motivation is attributed to the concepts of the SDT. Psychological needs form a sense of development of identity by intrinsic motivation, which results in the outcomes of interest and engagement¹¹³. Using potentials and commitment can influence an individual's value, behavior, and goals, which are healthy factors for an individual's identity¹¹⁴. A significant relationship between intrinsic motivation and flow experiences¹¹⁵. Flow is the holistic sensation that employees feel when they are totally engaged within their work¹¹⁶. The relationship between intrinsic motivation and flow supports considering engagement as the psychological need of autonomy. Assessing demographic characteristics as they relate to employee engagement provides knowledge of demographic trends within the labor force¹¹⁷. Business leaders can engage younger workers by monetary compensation. Younger workers leave their organisations for lack of monetary compensation even when the occupation is consistent with their needs and desires. Millennials are not willing to make personal sacrifices for a career and are less loyal to their organizations. Baby Boomers are less prone for monetary reward and more to processes and loyalty to their organization¹¹⁸. Business leaders can engage Baby Boomers by ensuring a long-term contract and a process-oriented organisation. Millennials are more likely to turnover when they feel there is no opportunity for promotion or increases in pay within the organisation¹¹⁹. Therefore, when considering dismissal or disengagement strategies, human resource practitioners may better serve their organizations by dismissing a Millennial rather than a Baby Boomer¹²⁰.

Employees can utilise contract agreement provisions to impede the attainment of the organisational goals and objectives. Management's capability to leverage employee strategies is essential in an organisation. The scarcity of resources has led organisations to think more about reducing costs and increasing productivity and efficiency. Reduced variation in processes can reduce cost over time as it relates to process improvement, however; an

organisation must continue to incorporate processes that enhance employee performance¹²¹. Short-term cost cutting processes are not uniformly successful¹²².

Employee performance has emerged as one of the greatest challenges in today's workplace. With complexities and stringent regulations in many organisations, employee performance will continue to challenge organisations in the future¹²³. This aspect challenges management because performance is a critical element in maintaining the organisation's vitality, survival, and profitability; employee relationship¹²⁴. Employee performance, a byproduct of leadership, is improved when the leader has a direct relationship with employees¹²⁵. Ensuring work engagement and empowerment plays a significant role in employee involvement. Effective leadership provides vision and direction for employee development. The ability for leadership to effectively communicate to employees. The main focus of employee performance is the alignment of the employee with the organisational goals, strategies, tactic and principles¹²⁶. Employee performance reflects two essential elements: (a) willingness to contribute to organisational success and (b) a positive and energised employee who is at a motivational state¹²⁷. Employee performance is determined by the extent in which employees are willing to commit both emotionally and rationally within their organization, how long they are willing to stay as a result of that commitment, and how dedicated they are to their work.

Employee Performance is related to the psychological experiences of people who shape their work process and behaviour. Employee performance is multidimensional; performing employees are emotionally, physically, and cognitively involved in their daily work. The organisation has the responsibility to provide for the needs of employees by providing proper training and building a meaningful workplace environment; in turn, employees have the responsibility to provide a meaningful contribution to the organisation. Many organisations perceive the importance of employee performance; however, how to increase the level of

employee performance remain the challenges¹²⁸. Organisations that have highly performing employees have greater profits than those that do not. Organisations with highly performing employees experience increased customer satisfaction, profits, organisational productivity, business growth, increased, market share and organisational performance¹²⁹.

2.2 Theoretical Framework

2.2.1. Human Capital Theory

The theory of human capital is rooted from the field of macroeconomic development theory¹³⁰. The human capital theory suggests that individuals and society derive economic benefits from investments in people¹³¹. The human capital theory as propounded by early economists constitutes the theoretical root for the current study to examine the relevance of investing in human resources. The origin of human capital goes back to the emergence of classical economics in 1776¹³².

Human capital theory rests on the assumption that formal education is highly instrumental and necessary to improve the productive capacity of a population. In short, human capital theorists argue that an educated population is a productive population. Human capital theory emphasizes how education increases the productivity and efficiency of workers by increasing the level of cognitive stock of economically productive human capability, which is a product of innate abilities and investment in human beings. The provision of formal education is seen as an investment in human capital, which proponents of the theory have considered as equally or even more worthwhile than that of physical capital¹³³.

Human Capital Theory (HCT) concludes that investment in human capital will lead to greater economic outputs however the validity of the theory is sometimes hard to prove and contradictory. In the past, economic strength was largely dependent on tangible physical

assets such as land, factories and equipment. Labour was a necessary component, but increases in the value of the business came from investment in capital equipment. Modern economists seem to concur that education and health care are the key to improving human capital and ultimately increasing the economic outputs of the nation¹³⁴. In the new global economy, hard tangible assets may not be as important as investing in human capital. The importance of education in the new global knowledge economy¹³⁵. His popular book has exposed millions of people to human capital theory. The term itself is not introduced, but evidence as to why people and education (human capital) are vital to a nation's economic success, is a common reoccurring theme in the book. Throughout western countries, education has recently been re-theorized under human capital theory as primarily an economic device. Since then, there has been monumental interest in the area of human capital as a concept and as theory. Human capital theory rests on the assumption that formal education is highly instrumental and even necessary to improve the production capacity of a population^{135,136,137}. In short, the human capital theorists argue that an educated population is a productive population. To them, human capital theory emphasizes how education increases the productivity and efficiency of workers by increasing the level of cognitive stock of economically productive human capability, which is a product of innate abilities and investment in human beings. The provision of formal education is seen as a productive investment in human capital, which the proponents of the theory have considered as equally or even more equally worthwhile than that of physical capital. There are three viewpoints of categorizing human capital, which based on the individual aspect, on human capital itself and the accumulation process of it, and on the production-oriented perspective of human capital¹³⁸. Considering the production-oriented perspective, the human capital is 'the stock of skills and knowledge embodied in the ability to perform labour so as to produce economic value¹³⁹.

Thus, human capital refers to the knowledge, education, experience and skills as the primary source of the employee's productivity for both individual and organizational development. This referral guarantees a basis upon which to examine and analyze human resources generally within the economy and specifically within the banking industry. However, in practice, they usually face this challenge with cost control including training practices expenditure. This situation can be explained by the fact that organizations do not understand how investments in training can provide value". The growing number of organisations looking at HRD to assist in building the capacity to endure the challenges of globalisation and technological breakthroughs is evidence of HRD's relevance. Nowadays, businesses are relying on intellectual capital, an intangible and invisible form of capital. She outlined how modern business models no longer view productive tangible assets like raw materials, basic equipment, and even management expertise as resources that build new, successful businesses. Instead, the three fundamental components of the new infrastructure required to foster prosperity in the information economy are knowledge, innovation, and cooperation. Employees are the most crucial resource for the enterprise to acquire a competitive advantage because they can influence how well other resources and their own potential are used¹⁴⁰.

Similar to this, strong pressures pushing organisational change in developing nations include the opening of domestic markets, the adoption of new competitive strategies to address market issues, and demands for producing products that match the quality requirements of international corporations. The emphasis on HRD has increased as a result of these changes. In today's firms, knowledge has replaced resources as the primary source of competitive advantage, and relatively stable sources of technology and market advantage have been replaced by the ability to create such advantages¹⁴¹. To do this, any organisation that supports member learning continuously alters both itself and its environment¹⁴². The learning

methodology he emphasised is certain to have an impact on future profitability, service delivery, and the management and development of human resources in (microfinance) organisations. Human resource development had received very little attention despite prior attempts to strengthen banking in India¹⁴³. They emphasised the need for Indian banks to step up HRD in order to keep up with the current technical changes in global banking because, as they suggested, HRD meant initiating, facilitating, raising awareness of, generating, coordinating, and monitoring the banking executives' personal and organisational growth^{143,144,145}. In order to accommodate the development process and the needs of contemporary banking technology, banks must also endeavour to develop human resources through rehabilitation and training. Therefore, it is necessary to invest in ongoing human resource development to reduce the resulting obsolescence brought on by the problems of technological and global breakthroughs. The aforementioned is consistent with the idea that workers must be equipped with the ability to switch from one skill to another as each one becomes obsolete and to develop the cognitive, analytical, and interpersonal skills necessary to function in a modern workplace and as the economy advances from one level of development to another¹⁴⁴. The most valuable form of capital is that which is invested in people, highlighting the social and economic significance of the human capital theory¹⁴⁵. He makes a distinction between general-purpose and firm-specific human capital. Examples of expertise acquired through education and training in management information systems, accounting practices, or other expertise related to a given firm are examples of firm-specific human capital. Knowledge acquired through education and training in fields of value to a range of businesses, such as generic abilities in human resource development, is known as general-purpose human capital. He views education and training as the most significant investment in human capital, regardless of the application.

The fundamental relationships in the human capital theory are presented in Figure 2.1, along with the underlying presumptions.

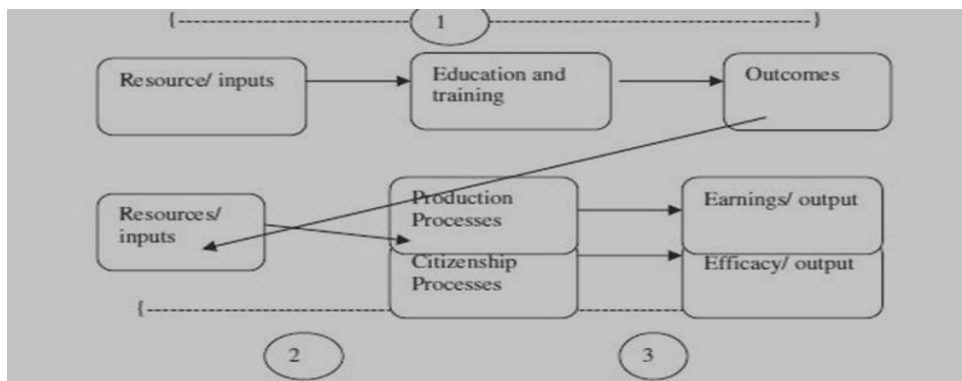


Figure 2.1: The Fundamental Relationships in the Human Capital Theory

Source¹⁴⁷

The idea of production functions as they relate to education and training is represented by Relationship 1. The fundamental presumption underpinning this relationship is that spending money on training and education leads to more learning.

Relationship 2 illustrates the link between learning and rising productivity in terms of human capital. The main presumption underlying this relationship is that, in fact, greater learning does lead to greater output.

Relationship 3 illustrates the link between human capital and rising productivity, wages, and profits for businesses. The essential premise of this relationship is that improved productivity does, in fact, translate into higher salaries for workers and profits for companies. As a result, human capital does influence organisational advantages and financial success.

Since the early 1960s, the framework for governmental policy has been established by the most significant economic theory in western education—the human capital theory. It is becoming more widely recognised as a significant economic performance factor. Utilising the

idea that people are human capital and numerous economic metaphors, such as technical advancement, research, innovation, productivity, education, and competitiveness, has been a fundamental technique in assessing economic performance. But historically, economic factors alone haven't influenced schooling. The foundation of what would eventually be known as the study of human capital was developed by a renowned economist. Two schools of thought emerged throughout the course of the following two centuries. The first school of thought made a distinction between naturally occurring human beings and acquired capacities, which were both categorised as capital^{146,147}. According to the second school of thought, people themselves are capital. According to the current conception of human capital, all human behaviour stems from people acting in their own economic self-interest within markets that are free to engage in competition. The importance of education and training as a prerequisite for participation in the new global economy is emphasised by human capital theory. The Organisation for Economic Cooperation and Development (OECD), for instance, asserts in one of the most recent reports that the drastic changes to the public and private sectors of the economy that have been implemented in recent years in response to globalisation will be severe and upsetting to many established values and practises. Globalisation is defined in another report as including internationalism in higher education. According to the OECD, internationalism must be viewed as a necessity in 21st-century capitalism. This type of capitalism is centred on financial market investment rather than the production of commodities, necessitating the use of computer technology^{147,148}.

A fundamental basis for significant public education spending in both developing and rich countries is provided by the human capital theory¹⁴⁹. The theory is in line with the democratic and liberal advancement ideologies prevalent in the majority of western cultures. Its argument was that investments in education at both the macro and micro levels could be

expected to yield a positive economic return. It has been observed that initiatives to encourage human capital investment lead to swift economic growth for society. Such investments were thought to yield returns for individuals in the form of personal economic achievement and success. According to the majority of economists, a country's human resources—not its capital or its material resources—are what ultimately determine the nature and rate of its economic and social development. The ultimate source of a nation's prosperity is its human resources. Humans are the active agents who amass capital, utilise natural resources, create social, economic, and political organisations, and advance national development. Capital and natural resources are passive components of production.

2.2.2 Equity Theory

Equity theory emphasises that a worker's evaluation and perception of their relationship with their job and employer are influenced by subtle and changing factors¹⁵⁰. The hypothesis is predicated on the idea that when workers feel their inputs outweigh their outputs, they lose interest in their work and their employer. Employees may react to this in a variety of ways, such as demotivation (usually to the extent that the employee believes there is a discrepancy between the inputs and the outputs), decreased effort, becoming displeased, or, in more severe situations, potentially even becoming disruptive.

Equity theory explains why motivation cannot be determined solely by income and working conditions. It also explains why promoting or raising the compensation of one person can demotivate others. People are more likely to be driven when they feel they are being treated properly or advantageously; conversely, when they feel they are being treated unfairly, they are far more likely to feel disenchanted and unmotivated. Employees strive to preserve parity between the contributions they make to a job and the results they get from it in comparison to how others are seen to have contributed and produced results. According to the equity

hypothesis, people value fair treatment, which motivates them to uphold fairness in their relationships with coworkers and the organisation. Words like "efforts and rewards" or "work and pay" are oversimplified; this is why the terms "inputs and outputs" are used instead. Logically, inputs are what we contribute to or put into our task. Everything we receive in return is an output^{150,151}.

Inputs: The quality and quantity of an employee's contributions to his or her labour are both included in this equity theory concept. Time, effort, loyalty, hard work, devotion, aptitude, adaptability, flexibility, tolerance, zeal, excitement, selflessness, faith in leaders, encouragement from coworkers and colleagues, and talent are typical inputs.

Outputs: According to equity theory, outputs are the advantages and disadvantages that a participant believes he or she has experienced as a result of their interaction with one another. Both tangible and immaterial outputs are possible. Job stability, respect, pay, perks for employees, costs, recognition, reputation, responsibility, sense of accomplishment, praise, gratitude, and stimulus are typical results. However, compared to a motivational model that only considers effort (inputs) and reward (outputs), equity theory is much more intricate and nuanced. With the help of equity theory, we may now compare ourselves to "referent" others, or those who are in circumstances similar to our own.

The crucial component of the theory is the term "referent others," which refers to the reference points or individuals with whom we compare our own circumstances. Equity depends on comparisons between our input-to-output ratio and those of others, not just on that ratio itself. By contrasting our own circumstances with those of other "referents" (reference points or examples) in the market world as we perceive it, we develop perceptions of what makes a fair ratio (a balance or trade) of inputs and outputs. In general, we are happier in our work and more driven to keep putting in the same amount of effort if we

believe that inputs are properly compensated by outputs (the fairness standard being subjectively perceived from market norms and other comparable references). However, if we believe that our ratio of inputs to outputs is less favourable than the ratio experienced by reference groups, we lose interest in our work and our employer. Following is a summary of the three main presumptions used in the majority of business applications of equity theory:

The "equity norm" states that workers anticipate receiving a just reward for the work they do. After comparing their inputs and results to those of their coworkers (social comparison), employees decide what their equitable return should be. Employees who believe they are in an unfair situation will try to make it less unfair by changing their perceptions of the inputs and/or results ("cognitive distortion"), making actual changes to the inputs and/or outputs, or quitting the company.

Both the theoretical underpinnings and the actual application of equity theory have drawn criticism. The model's simplicity has been questioned by academics, who contend that a variety of demographic and psychological factors influence how people perceive fairness and interact with others. Additionally, since a large portion of the research supporting the fundamental ideas of equity theory has been done in lab settings, its relevance to actual world circumstances is unclear. Critics have also asserted that individuals may view equity and injustice in terms of the larger system that governs these inputs and outputs as well as the particular inputs and results of a relationship. Consequently, in a professional situation, one may believe that their remuneration is reasonable compared to that of other employees, but they may see the entire compensation structure as unjust^{153,154}.

2.2.3 Herzberg Two Factor Theory

According to the two-factor theory, which is also referred to as Herzberg's motivation-hygiene theory and the dual-factor theory, there are certain workplace characteristics that contribute to job satisfaction while a different set of circumstances, all of which function independently of one another, contribute to job discontent. His research has had a significant theoretical and practical impact on how people view administration. People are not satisfied when their lower-order requirements at work, such as those related to safe and comfortable working conditions or minimum wage levels, are met. Instead, people seek the satisfaction of deeper psychological demands related to success, acclaim, accountability, advancement, and the nature of the work itself. This seems to be similar to Maslow's theory of a hierarchy of needs. The two-factor model of motivation, which is based on the idea that the presence of one set of job qualities or incentives leads to worker happiness at work while the absence of an other set of job characteristics leads to discontent at work, adds a new dimension to this theory¹⁵⁵.

As a result, satisfaction and discontent are independent phenomena rather than two opposite poles on a continuum. According to this view, in order to enhance workplace attitudes and productivity, managers must be aware of both sets of traits and pay attention to them, rather than assuming that rising satisfaction equates to falling unhappiness. Herzberg's data on the two-factor theory came from interviews he conducted with 203 Pittsburgh-area engineers and accountants who were chosen due to their expanding significance in the business sector. Regarding the procedure for collecting. We asked respondents to briefly explain times in their life when they had been extraordinarily happy or unhappy with their jobs. Each responder provided as many "sequences of events" that fit a specific description, such as a notable shift in emotion, a beginning and an end, and some meaningful description other than emotions and interpretations, as they could. The presented hypothesis seems to be accurate.

Achievement, intrinsic interest in the work, responsibility, and advancement are the elements on the right that led to satisfaction; they are largely unipolar, meaning that they have very little impact on job unhappiness¹⁵⁶.

The dis-satisfiers, on the other hand, (business policy and administrative practises, supervision, interpersonal interactions, working conditions, and salary) barely make a dent in job satisfaction. Based on his analysis of these interviews, he discovered that job characteristics related to one's work, or the nature of the work one does, appear to have the ability to satisfy needs for accomplishment, competency, status, personal worth, and self-realization, making one happy and satisfied. However, it doesn't seem that the absence of these satisfying employment features results in sadness and discontent. Instead, unfavourable evaluations of work-related aspects such business rules, supervision, technical issues, pay, interpersonal relationships at work, and working circumstances lead to discontent. Therefore, if management wants to boost job happiness, it should be concerned with the nature of the work itself and the opportunities it gives for elevating status, taking on responsibility, and realising one's potential. On the other side, if management wants to lower unhappiness, it needs to concentrate on the policies, practises, supervision, and working conditions in the workplace. Managers must focus on both sets of job characteristics if management is equally concerned with both¹⁵⁷.

Two-factor theory distinguishes between:

- **Motivators:** (For example, engaging work, achievement recognition, responsibility, the chance to make a difference, decision-making involvement, and a sense of importance to an organisation) that result from inherent conditions of the job itself, such as achievement, recognition, or personal development, and that provide positive satisfaction.

- **Hygiene Factors:** (For example, status, job stability, salary, fringe perks, working conditions, good pay, paid insurance, vacations) that do not positively affect contentment or motivate individuals, but whose absence causes dissatisfaction nonetheless. These are maintenance considerations, which is why the word "hygiene" is employed. These are not directly related to the work itself and include things like corporate rules, management techniques, or pay/salary. Herzberg frequently referred to hygiene elements as "KITA" factors, which stands for "kick in the ass" and refers to the act of inducing behaviour through the use of rewards or the threat of punishment¹⁵⁸.

Employee unhappiness at work is primarily due to hygiene issues. These hygiene issues must be resolved in order to remove unhappiness from a workplace. There are a number of ways to achieve this, but the most crucial ways to lower unhappiness would be to pay appropriate wages, guarantee employees' jobs, and foster a healthy working culture. The following hygiene variables are listed in order of importance: company policy, oversight, employee and boss relations, working environment, pay, and peer relationships. The two-factor theory's goal of eliminating unhappiness is merely one half of its task. The other half would involve raising workplace satisfaction. You can do this by enhancing your motivating elements. An employee needs to be motivated in order to perform at a better level. Our acts and the ways and reasons we carry them out are categorised, for instance, as "movement" if we carry out a work-related action out of need and "motivation" if we do so out of choice¹⁵⁹. Before establishing the prerequisites for job happiness, Herzberg believed it was crucial to eradicate job dissatisfaction because they would be mutually exclusive.

According to the Two-Factor Theory, there are four possible combinations:

High Motivation + High Hygiene: The ideal work environment is one in which staff members are both highly driven and rarely complain.

Low Motivation & High Hygiene: Although employees have few complaints, they are not very driven. One sees the job as a source of income.

Employees are motivated yet have numerous complaints due to poor hygiene. a circumstance when the work is stimulating and difficult but the pay and working conditions are subpar.

The worst scenario is when staff are unmotivated and have a lot of complaints and low hygiene standards. Herzberg and others have provided significant empirical evidence to support the motivation-hygiene theory, in contrast to Maslow who provided little evidence to back up his views, despite the fact that their work has been criticized on methodological grounds.

2.3 Review of Empirical Studies

This study intends to investigate the function of human capital strategies in the survival and expansion of established multinational corporations (MNCs) and promising local enterprises (PLEs) in Singapore. The research's main objective is to compare the human resource practices used by MNCs to determine whether PLEs can learn anything from their HR strategies. Through a thorough discussion of the issues surrounding the value of human capital, recruitment and selection, training and development, career management, corporate culture, and the role of the government, the analysis draws on empirical data surveys from 218 PLEs and 261 MNCs. The findings highlight significant differences between the philosophical and real-world uses of human resource strategies. More specifically, the study's findings suggest that PLEs could benefit from studying the human capital strategies of MNCs in the following areas: change their perspectives on how important human capital is in

gaining a competitive advantage; come up with new strategies to increase the value of human capital; broaden the focus of selection and training methods to include critical thinking, teamwork, and leadership; and expand their understanding of the value of human capital¹⁶⁰.

Journal of Intellectual Capital, "Human capital knowledge value added: a case study in InfoTech." The paper discusses the critical requirement for managers to create a behavioural tool to understand the variables influencing the value add of human capital knowledge in order to raise organisational value add. The suggested tool aids in understanding how the knowledge professional views the organisational culture around intellectual enterprise, knowledge management support systems and processes, and individual value additions, as well as perceived performance, innovation, and quitting consequences. By providing people with more opportunities for knowledge exchange and capture and by rewarding initiative, sharing, and invention in addition to learning, the company may shift people into more value-added positions. Additionally, enhanced leader participation and guidance, as well as top management visibility and support, can heighten sentiments of importance and belonging to enhance performance and the added value of human capital¹⁶¹.

A difference in business strategy viewpoints, especially within the same industry, may be reflected by an emphasis on the development of human capital in industrial districts (regional clusters). A group of individuals who share the same values and views (such as Silicon Valley) and a high density of businesses in a territorially constrained area are two characteristics of industrial districts. With this study, the author hopes to provide a conceptual framework that will encourage businesses to play a more active part in utilising locally identifiable human resources. Additionally, in order to shape and capitalise on the potential and endowment of local knowledge resources, the enterprises should engage with the local environment¹⁶².

A human capital approach to intellectual capital. In this essay, competence and dedication are considered as complimentary qualities of intellectual capital. According to the authors, intellectual capital refers to a person's complementing ability to produce additional value and hence produce money. This definition is based on the theoretically and empirically sound human capital theory. Consequently, resources are seen as both tangible and intangible. This perspective expands on the idea of human capital theory by taking into account people's intangible abilities. Discussion is had about the implications for future study. Competence, education, and learning constitute human capital in organisations. In this work, key conceptual, theoretical, and empirical aspects of human capital in organisations are outlined and discussed. The foundation for the study of individual competences, competence bases, and competence networks in enterprises must be established, according to the author. Employee competencies, which are defined as the knowledge, skills, and aptitudes relevant to the job and have an impact on actual performance, are divided into six typologies based on the context of the individual: meta-competences, industry competences, intra-organizational competences, standard technical competences, technical trade skills, and unique competences¹⁶³.

The corporate context of the skills is built using organisation theory ideas (such as task specificity, unit specificity, internal connection specificity, durability, diversity, internal exclusiveness, and transferability). The analytical viewpoint of the firms' competence systems is marked by a discussion of competence networks, competence configuration, and competence flow. Additionally, empirical evidence demonstrates that training and development help organisations provide human capital.

2.3.1 Employee Performance

Employees who are dedicated to their jobs are more engaged at work, healthier, and more productive¹⁶⁴. Dedicated workers have greater job satisfaction, more organisational commitment, and lower organisational churn rates than non-dedicated workers. Devoted workers exhibit positive behaviour¹⁶⁵. In general, committed workers engage in more active organisational behaviours and are more prepared to pay. This has been confirmed by a study of Dutch workers, which found that motivated workers put in more overtime than dissatisfied workers¹⁶⁶.

Organisational resources and worker performance are related¹⁶⁷. According to the results of a survey conducted among 342 employees working at 114 hotels, organisational resources can positively affect employee engagement, which would then positively affect employee performance. Through research into the calibre of hotel and restaurant services, the amount of employee involvement can have an impact on the organization's service climate, which in turn can have an impact on employee productivity and client loyalty. Employee engagement positively affects organisational citizenship behaviour, according to research done on 102 employees from various organizations. Employee engagement has a favourable impact on employees' performance outside of their roles, according to the theoretical model that was developed¹⁶⁸.

There is a favourable association between employee and organisational performance, according to some empirical study. Employee engagement has a -0.30 correlation with employee turnover, a 0.33 correlation with customer happiness, and a 0.17219 correlation with employee profit. Employee engagement and shareholder profits are highly tied, according to consulting's research. Employees with lower, medium, and high levels of involvement within three years had an average return to shareholders of 76 percent, 90 percent, and 112 percent, respectively¹⁶⁹. The financial performance of the company can

benefit from employee engagement¹⁷⁰. Employee engagement is a "soft index" that impacts organisational success based on human capabilities and is linked to the five key metrics of organisational performance: productivity, profitability, customer loyalty, employee retention, and security¹⁷¹.

2.3.2 Training and Employee Performance

In Trans-Nzoia County's Kitale, the Kapsara tea factory, research is being conducted to determine the impact of on-the-job training procedures on employee satisfaction. The purpose of this study was to learn how tea workers perceived how on-the-job training affected both male and female employees in the industry. Using the random sampling technique, a sample of sixty employees from the Kapsara Tea Factory were chosen, including line managers, supervisors, line managers, and junior employees. 35 of the members who were chosen were men, and 25 were employees. To gather data for the study, closed-ended questionnaires were used.

In order to determine the association between the variables, the study used a descriptive research approach. Data was gathered through questionnaires, which were afterwards analysed with inferential statistics and displayed in frequency tables. Data were gathered during the data collection procedure, and the conclusions were examined in light of the study's unique goals. Evaluation of the impact of training on employee satisfaction at Kapsara Tea Factory was the goal. From a group of 60 workers, 30 respondents were chosen as the sample size, and 30 questionnaires were distributed to the respondents. The data analysis made it clear that training through mentoring has a significant impact on employee job satisfaction and retention. In order for employees to feel satisfied with their work, it is crucial to maintain them competent in it. The study came to the conclusion that training is essential for an organization's employee satisfaction, productivity, and retention. As important as

training is in giving employees the skills they need to do their jobs well, it is equally significant in fostering their loyalty and devotion to a company, which results in minimal employee turnover. A study on the efficiency of on-the-job training and the elements that influence it. The goal is to investigate the components of effective on-the-job training and its impact on worker commitment, motivation, and skill development. This qualitative research study uses semi-structured interviews with chosen staff members of McDonald's and Domino's Pizza, two of the biggest fast-food businesses in the world, both of which are located in the United Kingdom. The interview questions revolve around the duties of the employees and the kind and scope of training that is provided while they are at work. Based on the findings, it was clear that both of the organisations in question had very systematic and organised training programmes that are created only to meet the demands of the employer and the employees. Effective training programmes should also be user-friendly for employees and prioritise the participants themselves^{172,173}.

In research done to look at Alias PCB Technologies' on-the-job training system¹⁷⁴. The goal of this project is to create a reliable organised OJT system for all ALIAS manufacturing regions. The goals of creating training materials and putting them to use will both be covered by the study. The operator training system will track training and certify operators according to performance standards. This study used a descriptive study as its method of inquiry. The descriptive study was carried out to ascertain the degree of support for supervisory level training. The supervisors were interviewed for the descriptive study, and follow-up interventions were used to get their perspectives, ideas, comments, and support. One of the things researchers found was that practically all the supervisors cited consistency as a benefit of training. The most significant result of formal on-the-job training was that, it turned out¹⁷⁵.

The majority of supervisors highlighted consistency in employee training, information delivery, and information presentation. Operator error and yield loss were frequently attributed to a lack of consistency. The answers to the questions about purpose and objective were somewhat consistent, while the answers to the other questions were rather inconsistent. There was some agreement on the ideal training period as well as the requirement for the supervisor to manage the process for the least amount of production loss, even though it must be anticipated and planned for that there will be some production loss when new employees are working on the floor. The wide range of viewpoints on the topic of training rewards was a startling finding. Some people believe that training is reward enough and that a payment is all that is necessary. Others believed that incentives or rewards of some kind are important and good. Money, praise, gifts, and certificates were only a few examples of the many different kinds of rewards mentioned¹⁷⁶.

2.3.3 Retention and Employee Performance

This study examines Accra Brewery Limited's (ABL) employee perspectives on retention practises and the impact retention has on work performance. Thirty employees were utilized as the sample population, including senior and junior level staff from various departments. Eight (8) out of the thirty (30) employees, or 26.67%, expressed satisfaction with ABL's retention strategies. The analysis indicates that the most frequent reasons for leaving among all employees were a lack of possibilities for promotion, a lack of work-life balance, a lack of rewards and recognition, and a lack of compensation. Many organisations nowadays place a great priority on maintaining top talent, and this study suggests that retention strategies should be focused on keeping highly skilled employees while also developing underperformers. Feedback on employee performance is crucial to creating confidence in the

retention strategies of the Brewery. In addition, management should be adaptable in terms of work-life balance while upholding the employee value proposition as stated in the Brewery's vision statement. Employee motivation results in a culture of devotion to the organization's goals¹⁷⁷.

The purpose of this study is to determine how HRM practises affect staff retention in Pakistan's Karachi higher education sector¹⁷⁸. The instrument, a questionnaire, was used to gather the primary data. The questionnaire was distributed to academic staff at four different universities in Karachi, Pakistan. Of the 110 individuals in the sample, 101 (92%) completed the questionnaire in its entirety and responded. Of the 20 faculty members overall, 14 came from SZABIST, 45 from Bahria University, and 22 from Hamdard University. The remaining faculty members came from KASBIT, Bahria University, and Hamdard University. To learn more about the participant demographics, descriptive statistics were used. The presence of a connection and association between the dependent variable (employee retention) and the independent variables (supervisor support, reward & recognition, and work-life policies) was verified using a correlation test. In order to analyse the data, SPSS 13.0 was used. 54.5% of the 101 responders were women, and 45.5% were men. In order to determine the elements that motivate the employees to remain with their current organisation, the obtained data was analysed using the statistical programme SPSS^{179,180}. According to the study's findings, the dependent variable (employee retention) and the independent factors (supervisor support, reward & recognition, and work-life policies) have a positive link.

Retention is the process of actually maintaining employees in a company, as it is one of the fundamental elements required for successful organizations¹⁸¹. Organisations face a significant difficulty when trying to retain and engage highly qualified workers in a globalised market, especially when turnover rates are high. Even engaged employees

frequently express dissatisfaction with the results of organisational performance, which may prompt them to seek employment elsewhere. These considerations prompt this theoretical paper's investigation of motivational elements that affect employee retention, which it then analyses in terms of how they affect both organisations and employees. This essay contends that financial incentives, job qualities, career advancement, recognition, management, and work-life balance are essential motivational elements that have a significant impact on employee retention. Therefore, organisations should create effective retention plans in a comprehensive way to lower turnover rates. These methods call for employer commitment, but the long-term return will be well worth it.

Investing in employees' training and professional development is one of the key variables in employee retention¹⁸². The organisation consistently makes an investment in the growth and training of those employees from whom they anticipate a return and a return on their investment. The idea that businesses can maintain an edge in this cutthroat environment by investing in employee training in the newest technologies¹⁸³. In today's highly competitive climate, employee feedback is crucial for organisations, and the more knowledge an employee gains, the better he or she will perform and handle the market's numerous challenges¹⁸⁴. In order to survive in any working setting, innovation and assimilation of new knowledge must be done properly^{184,185}.

Hospital directors' leadership style revealed a highly beneficial relationship between personnel commitment to the organisation, worker satisfaction, and productivity¹⁸⁶. Employees in the public sector report more job satisfaction when their immediate manager is supervising them¹⁸⁷. Organisational commitment and work satisfaction can both be favourably impacted by leadership style, and work satisfaction can also have a beneficial impact on both. A study of Japanese workers found that benefits like lifetime employment, a

seniority structure, and job security increased dedication, job satisfaction, and staff retention. Job security and job satisfaction were compared, and it was discovered that job discontent is a result of employee insecurity¹⁸⁸. Job performance and organisational commitment are found to be inversely connected with job insecurity, according to research on the topic¹⁸⁹. Retaining newly hired personnel in an organisation is a big difficulty today's workers face. Every organisation makes every effort to provide the best amenities to its employees in the age of fierce competition. One of the most difficult jobs that the majority of organisations confront nowadays is satisfying their human resources. It is really challenging to comprehend and understand what is happening in the human mind. In addition, there are numerous.

2.3.4 Promotion and Employee Performance

The relationship between employee promotions within an organisation and their subsequent work performance would be explored in a study on promotions and employee performance. This kind of research may look into a number of things, like how promotions affect productivity, overall organisational success, job satisfaction, and employee motivation. The study could investigate how employee engagement, dedication, and loyalty to the company are impacted by promotions. It might also look at how advancements might affect the acquisition of new knowledge, responsibilities, or positions as well as the growth of skills. Additionally, the study could explore the criteria and processes used for promotions within the organization, such as performance evaluations, seniority, or other factors. It may investigate whether promotions are based on merit, whether they lead to increased job satisfaction, and whether they motivate employees to perform better^{190,191,192}.

A research to look at how employee promotions affect work outcomes This study used self-efficacy as a mediating variable to investigate the association between employee promotion and work outcomes (job performance, job satisfaction, and job stress)¹⁹³. Additionally, the effect of job stress and job satisfaction on job performance was examined in this study. The impacts of employee promotion on work outcomes, job satisfaction on job performance, and job stress on job performance were investigated using structural equation modelling (SEM). On the basis of its goodness of fit index score, the research's estimated model was found to be satisfactory. Promotion was substantially correlated with job satisfaction and performance, but not with job stress, according to the structural connection. It also shown that the relationship between employee promotion, job happiness, and performance was partially mediated by self-efficacy. Additionally, this study discovered that self-efficacy did not buffer the link between job stress and promotion. Employee promotions and job performance did not significantly correlate, although this study did demonstrate a correlation between job satisfaction and job performance. Finally, these findings had a significant impact on how managers created jobs¹⁹⁴.

Managers who claim to have more promotion at work perform better than those who claim to have less autonomy. Because they believe they are capable and more resourceful in carrying out the work, employees who have been promoted perform better on the job. Employees are psychologically more motivated to perform at their highest level, which increases performance ²³⁷. As a result, it is hypothesised that employee advancement and work performance are positively correlated. The results imply that human resources practises can result in operational efficiency, which in turn results in high-quality products. An important topic of focus for study and policy right now is the examination of the relationships between strong commitment HRM and performance. This was initially based on study done in the

USA, but there have since been other studies conducted in the UK, most notably by David Guest and his associates. Before going into more depth about some of this work, it is important to remind readers of some of the earlier research that suggested a connection between HRM and performance. He separated high commitment work practises into two major categories: organisational structures and staff skills, and employee motivation. In the former, there were questions about how many employees participated in attitude surveys, how many training hours they received the year prior, and how many employees had to take an employment test as part of the hiring process¹⁹⁵.

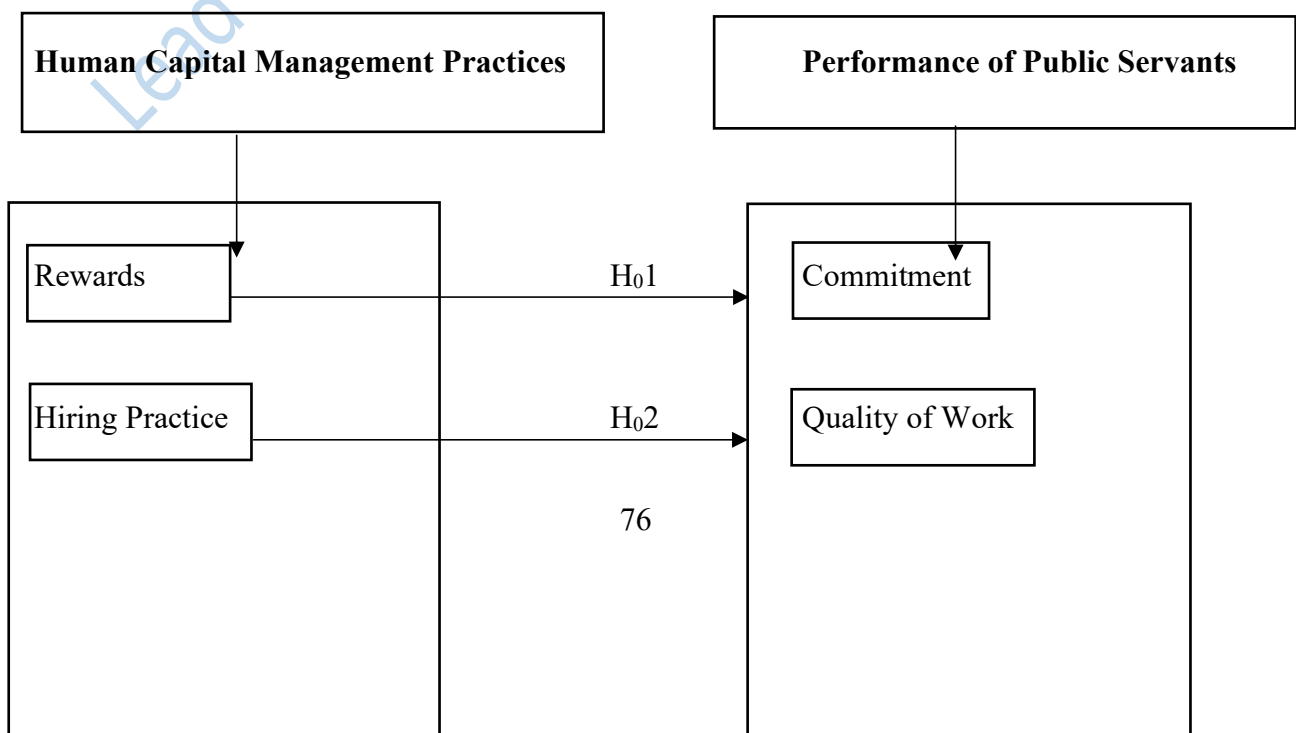
The latter included information on things like the percentage of the workforce whose performance reviews were related to pay and the number of applications for the positions where hiring occurred most frequently. Productivity, worker turnover, and company financial success were all considered output metrics. "The magnitude of the returns for investments in what he calls high performance work practises is substantial," was said¹⁹⁶. On a per employee basis, such practises are connected with an increase in sales of 27,044 US dollars, a decrease in labour turnover of 7.05%, and increases in market value and profit of 18,641 US dollars and 3,814 US dollars, respectively.

The results from the survey produced by the Institute of personnel and development (Now CIBD), were reported widely by the media and put out as evidence for the relevance of HRM as driver of, and contributor to, higher performance¹⁹⁷. The study was based on long-term analyses of 37 manufacturing firms in the UK, most of which were single-side, single-product operations. Based on this research, it has been asserted that HRM has a bigger influence on productivity and profit than a variety of other criteria, such as strategy, R&D, and quality. For instance, it was claimed that HRM procedures and job design might account for 17% of the variation in a company's profitability, as opposed to just 8% from R&D, 2%

from strategy, and 1% each from quality and technology. Indicated outcomes for productivity were similar. In table 1, some of the most well-known studies are listed. On the basis of the study, some compelling claims have been made concerning the relationship between performance and HCM, also known as high commitment HR. The business and economic case for effective management has now been established¹⁹⁸. There is no space for question that there is a correlation between people management and corporate performance, that the relationship is favourable, and that it is emulative, according to more than 30 studies conducted in the UK and the US since the early 1990s^{199,200}.

The main issue is how to make it happen as it is argued that leading personnel practitioners now concur that the case for HCM having an impact on operational performance is uncontested. Best practise HRM, according to the US, has the ability to benefit every organisation, regardless of industry, size, or nation²⁰¹. For organisations to reap the substantial financial benefits of high commitment HRM, leaders must have both understanding and guts. The majority of studies have been on the manufacturing industry, but an increasing number of studies have shown that collaborative work structures predict superior performance in the service sector²⁰².

2.4 Conceptual Model



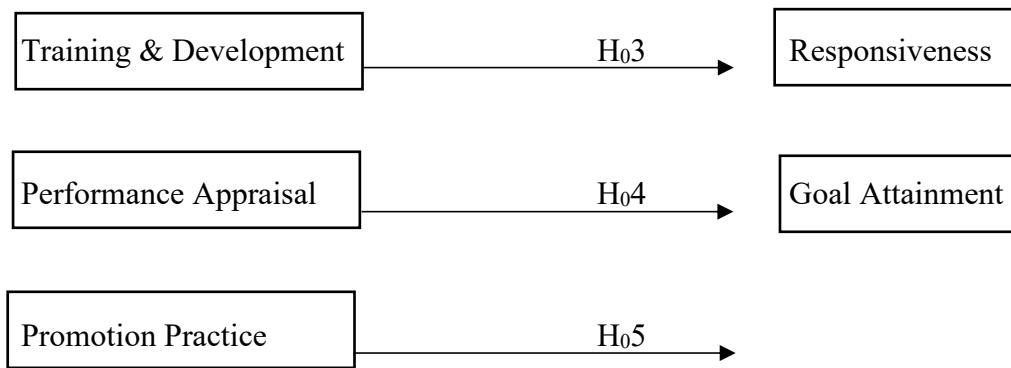


Figure 2.2: Conceptual Model

Source: Researcher’s Conceptual Model, 2024

2.5 Summary of Gaps in Literature Reviewed

This study's analysis of the literature took into account a number of issues, techniques, and findings from earlier studies that still need to be addressed and call for fresh viewpoints on the subject of human capital management practices. The assessments showed that there isn't many research that look at public servant performance and human capital management practices in particular Nigerian government agencies. According to a study on the engagement system as a governance mechanism of human capital and capability management, the internal labour market and high-commitment work systems govern the availability and efficacy of human capital in different ways based on their unique human, The study's gaps found that human capital aids organisations in making staff training and development a regular activity²⁰³.

Human capital management (HRM) plays a more significant role in managing an organisation, such as the effects of HRM on innovation, "new way of working principles" for

working relations, and enhancing employees' capability, according to studies on human capital development within internal institutional environments^{204,205}. Similar findings have been found in other research on human capital management and employee retention, however these studies were based on long-term training programs^{206,207}. Participating in short-term training decreases the amount of time an employee is unemployed and somewhat boosts job stability. Additionally, studies on the influence of human capital management on economic growth in Nigeria did not yield sufficient data to draw the conclusion that effective motivational variables had a favourable impact on economic growth^{208,209,210}.

Additionally, some researchers who studied the relationship between human capital management and employee performance discovered that training and development programmes, trust, employment relationships, and self-motivation do have an impact on performance, but more research between management and employees needs to be done^{211,212,213}. Additionally, a few of the research we analysed neglected to look at how workforce optimisation, learning capacity, employee engagement, and leadership practises affect organisational performance^{214,215}.

Some scholarly research also utilized employee wellbeing as a means to influence performance of employees but most ignored the link between human resource planning and work environment, communication effectiveness and job satisfaction^{216,217}.

Endnotes

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Chapter Three

Methodology

The chapter explains the various techniques and procedures that were used in collecting data as well as reasons for adopting this methodology. The techniques include; the research design, the population, sample size and sampling technique, sample size determination description of the Instrument (s), validation of the research instrument, reliability of the instrument, administration of instrument(s), and method of data analysis.

3.1 Research Design

The survey research design was adopted in order to obtain information from the focus population concerning the current status of the phenomena through primary data collection. The survey research technique enables the researcher to describe the situations in details. The rationale for using survey research is that it helps to answer questions that have been raised, to solve problems that have been posed or observed, to assess needs and set goals, to determine whether or not specific objectives have been met, to establish baselines against which future comparisons can be made, to analyze trends across time, and generally, to describe what exists, in what amount, and in what context². Similarly, Survey design is capable of obtaining information from large samples of the population³. This study employed primary data collection method, specifically, the use of questionnaire items.

3.2 Population of the Study

The population comprises of public servants in selected listed government agencies in Nigeria. These agencies are: National Insurance Commission (NAICOM), National Pension Commission (PENCOM), Nigeria Deposit Insurance Corporation (NDIC), Nigerian Maritime Administration and Safety Agency (NIMASA), Nigerian Shippers' Council (NSC) National

Economic Empowerment & Development Strategy (NEEDS). Specifically, the population of the study comprised of 5068 employees of the selected government agencies in Nigeria.

Table 3.1 provides detail of the population:

Table 3.1: Population of the Study

S/N	Parastatals	Total Population at the Middle Cadre
1.	National Insurance Commission (NAICOM)	292
2.	National Pension Commission (PENCOM)	450
3.	Nigeria Deposit Insurance Corporation (NDIC)	1500
4.	Nigerian Maritime Administration and Safety Agency (NIMASA)	1540
5.	Nigerian Shippers' Council (NSC)	763
6.	National Economic Empowerment & Development Strategy (NEEDS)	523
	Total	5068

Source: Researcher's Computation, 2023

3.3 Sampling Techniques

Taro Yamane's formula: $n = \frac{N}{1+N(e)^2}$. sample size determination was adopted.

$$n = \frac{N}{1+N(e)^2}$$

$$= \frac{5068}{1+5068(0.0025)^2}$$

$$= \frac{5068}{1+12.67}$$

$$= \frac{5068}{13.67}$$

$$n= 371$$

Table 3.2: Proportionate Sample Size

S/N	Selected Listed Manufacturing Firm in Nigeria	Population	Sample Size
1	NAICOM	292	21
2	PENCOM	450	33
3	NDIC	1500	110
4	NIMASA	1540	113
5	NSC	763	56
6	NEEDS	523	38
	Total	5068	371

Source: Researcher's Computation, 2023

The sample size was determined by using a proportionate allocation formula. The formula is given as:

$$N_h = \frac{n \times n_h}{N}$$

Where; N_h = Number of units to be distributed to each group.

n_h = Total population of respondents in each group.

n = Determined Sample Size.

N = Total Population Size.

$N_h = \frac{\text{Determined sample size multiply by Total population of respondents in each group}}{\text{Total population size}}$

3.4 Description of the Research Instrument

This study utilized the use of questionnaire items. The purpose of using a questionnaire is because of the direct response, feedback and literacy level of the respondents⁶. In this study, the questionnaire was divided into three sections; 1, 2 and 3. Section 1 covers respondents'

bio-data, which includes; marital status, occupation, educational qualification and years of experience and so on. Section 2 consists of talent management variables that is, (i) (ii) (iii) (iv), Section 3 comprises of employees' performance of selected government agencies in Nigeria. However, the questionnaire items were adapted.

Table 3.3 Sources of Adapted Questionnaire

Objectives	Variables	Sources of Instrument
Human Capital	Employee Reward	7
Management	Training	8
	Talent Retention	9
	Employee Promotion	10
Public Servants Performance	Organizational Culture	11
	Commitment	
	Timeliness	
	Adaptability & Initiative	
	Attendance	
	Professionalism	
	Communication	
	Problem Solving	

Source: Field Survey, 2023

3.5 Pilot Study

A pre-test of the questionnaire was conducted to evaluate the relevance and proper understanding of the research questions. Furthermore, 149 (10%) of the study's respondents (employees) who correspond to the study's population of 1931 were evaluated to see if the questionnaire measures what it intended to measure. Also, after successful completion of a pilot study, items 9, 12, 15, 20, 31, 32, 36,40,41,42,43,44 and 49 of the questionnaire instruments were reworded or removed, because of their irrelevance. By doing this, the

researcher was able to save five minutes of time it took to fill the questionnaire. Finally, the Pilot showed that human capital management variables have significant effect on employees performance of selected government agencies Nigeria.

3.6 Validity of Research Instrument

The researcher ensured the validity of the items of the questionnaire by subjecting the draft copy of it, to the expertise scrutiny of the supervisor and other two Senior Lecturers in the Department of Management and Accounting, Faculty of Management and Social Sciences, Lead City University, Ibadan. The researcher received the maximum cooperation of the above-mentioned officers and the items were expediently corrected, suggestion made and finally, more reliable items were used for data collection. Construct Validity: Factor analysis was employed using Kaiser-Meyer Olkin (KMO) value of 0.5 percent and Bartlet test of sphericity with $p\text{-value} < 0.05$. Factor analysis is a construct validity technique used in accessing the quality of questionnaire¹². The table results of the analysis are presented in table 3.4. Comparing the AVE with the squared correlations between the two constructs was less than the AVEs, which suggested that the constructs were distinct⁸, also assessed discriminant validity.

Table 3.4: KMO and Bartlet Test for each Variable in the Research Instrument

S/N	Variables	KMO Measure of Sampling Adequacy	Bartlet test of sphericity	Remark
1	Reward	0.723	724.005 (000)	Accepted
2	Training	0.898	618.756 (000)	Accepted
3	Hiring	0.795	642.236 (000)	Accepted
4	Promotion	0.866	698.714 (000)	Accepted
5	Public Servant Performance	0.788	860.775 (000)	Accepted
	Total	0.814	809.775 (000)	Accepted

Source: Researcher's Computation, 2023

3.7 Reliability of Research Instrument

To establish the reliability of the research instrument the Cronbach Alpha method of internal consistence was used to estimate the items that make up the questionnaire. The questionnaire was pilot-tested on a sample of 47 employees of selected manufacturing companies in South-West Nigeria. According to Cronbach Alpha principle every item in instrument were analyzed for quality and selection¹³. The retention for inclusion in the final instrument were based on the inter-item analyzed. Items, which were considered inadequate, were removed based on their weak position on coefficient compared to other items. For instance, the questionnaire had a total of 72 items before the analyses. However, after the inter-item analyses it was reduced to 50 items. The items were tested for significance at $P \leq 0.05$ level of significance. The Cronbach Alpha summary shows the processing summary reliability statistics. The instrument has $\alpha = 0.80$, $P \leq 0.5$ level of significance. The researcher employed Test-Retest reliability method. This method was used because there is no

substantial change in the construct being measured in the two occasions and the two observations are related overtime¹⁴. The reliability index for talent management and performance was 0.8246 for the overall scale average and the researcher's revalidation scale was 0.9132. The reliability index for the subscale is shown in Table 3.5.

Table 3.5: Revalidation of Research Instrument

S/N	Variables	Number of items	Reliability Index by the Author	Revalidation by the author	Remark
1	Reward	10	0.809	0.988	Reliable
2	Training	10	0.879	0.900	Reliable
3	Hiring	10	0.894	0.826	Reliable
4	Promotion	10	0.751	0.950	Reliable
5	Public Servants Performance	10	0.790	0.902	Reliable
	Overall Average Alpha for the instrument (α)	50	0.8246	0.9132	Reliable

Source: Researcher's Computation, 2023

3.8 Administration of Research Instrument and Method of Data Collection

Present study used primary data collection method of structured questionnaire. Data will be collected through the aid of six (6) Likert Type Scale questionnaire items. The justification for using primary form of data collection is that; it enabled the researcher to gather first-hand information from the 1485 public servants of selected government agencies in Nigeria. This is also in support of the claim that primary source of data provides for data that are reliable, dependable and risk-reduced for ingenuity of findings¹⁵. In addition, the researcher will distribute copies of the questionnaire items in the corporate headquarters and branches of these Agencies through four research assistants.

3.9 Method of Data Analysis

Data collected through structured questionnaire were analysed quantitatively through Statistical Package for the Social Sciences (SPSS), using descriptive (mean, median, mode and standard deviation) and inferential statistics (regression analysis). Regression analysis is a very general, chiefly linear and multiple, chiefly cross-sectional statistical modeling technique. Whilst being a sophisticated analytical tool, and easy to implement, the regression analysis underlies much of what practicing market researchers do daily. That is, based on things we can measure, we attempt to make predictions of things we cannot measure. The rationale for adopting regression analysis was that it is a really good statistical technique for investigating causal effects among two or more variables.

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Endnotes

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Chapter Four

Results and Discussion of Findings

This chapter covered the steps involved in gathering, arranging, evaluating, and discussing empirical information. The primary goal was to examine the relationships between HRM Practices and Public Employee Performance in Nigerian Government Agencies. First, the specifics of the questionnaire distribution were discussed, and then the participants' demographic traits and descriptive statistics were thoroughly examined and interpreted. In addition, the testing of hypotheses was illustrated with tables and figures with appropriate captions and explanations. The discussion of the results was supported by comparing them to related discoveries already published in the literature.

4.1 Demographic Data Analysis

4.1.1 Response Rate

Three hundred and seventy-one (371) copies of the questionnaire were distributed among the public servants in the public agencies and parastatals. Only three hundred and forty-nine (349) copies of the questionnaire were recovered and used for the analysis. This implies a response rate of (94%), sufficient for drawing empirical inferences on the relationship between human capital management practices and public servants' performance in Nigeria's government agencies. The response rate is depicted in Figure 4.1.

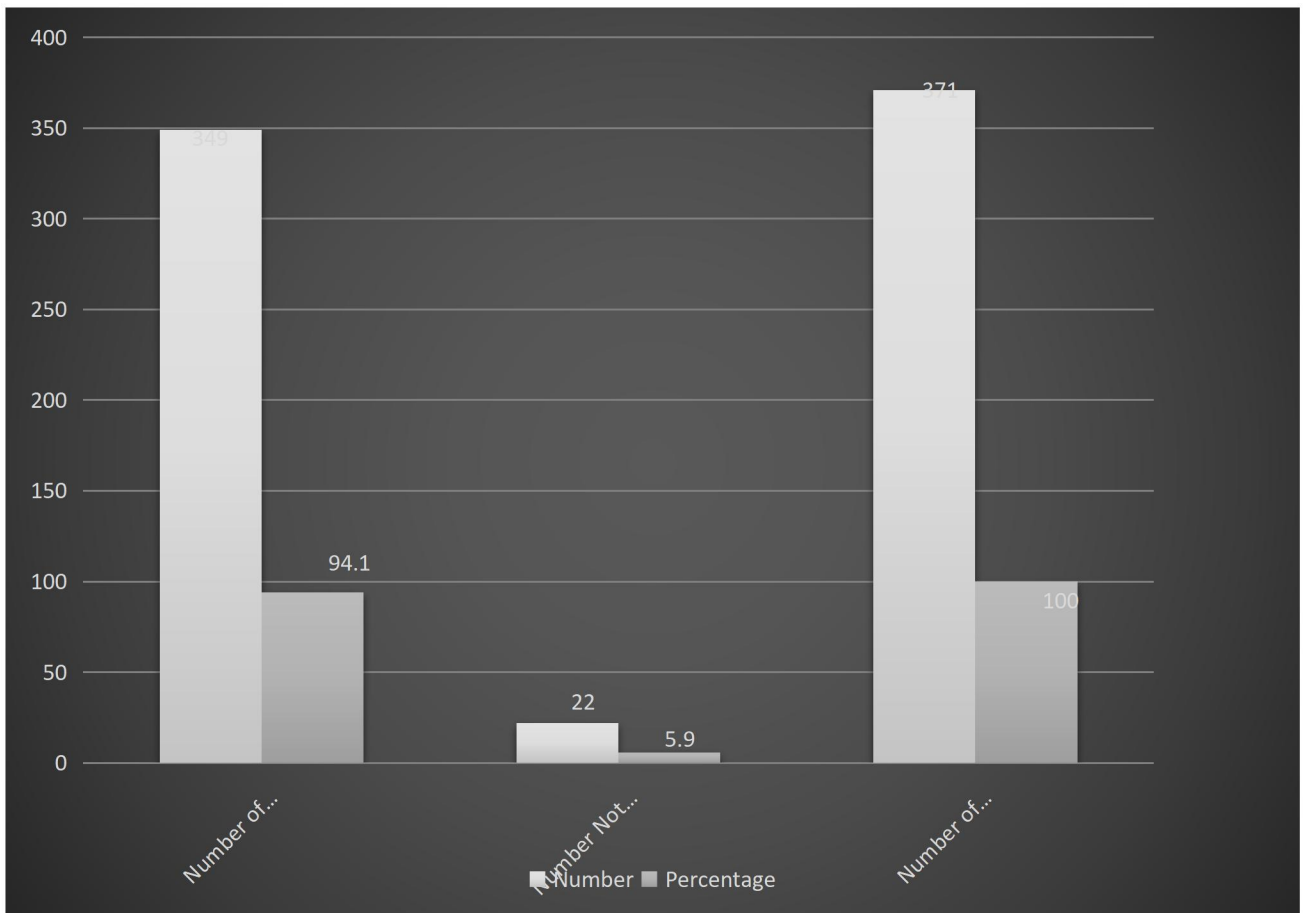


Figure 4.1 Response Rate of Administered Questionnaire

Source: Field Result, 2024

Figure 4.1 shows the percentage of completed surveys from the selected parastatals and government agencies participating in the research. Before analysis, an insignificant amount of missing data was found and corrected during the data cleansing stage. In the end, only 349 questionnaires were considered appropriate for analysis.

4.1.2 Demographic Profiles of Respondents

The respondents' demographic profile is presented in Table 4.1. This cut across gender, marital status, age brackets, year of service, and educational qualifications of the respondents recruited from government agencies and parastatals.

Table 4.1 Demographic Profiles

	Frequency	Percentage
Gender		
Male	189	54.2
Female	160	45.8
Total	349	100%
Marital Status		
Single	99	28.4
Married	202	57.9
Others	48	13.8
Total	349	100%
Age		
25-30	29	8.3
31-35	72	20.6
36-40	94	26.9
41-45	75	24.6
46-50	33	9.5
51 & above	35	10.0
Total	349	100%
Year in Service		
0 – 10	111	31.8
11 – 20	183	52.4
21years and above	55	15.8
Total	349	100%
Educational Qualification		
NCE/OND	44	12.6

Bachelor's Degree	251	71.9
Master's Degree	52	14.9
Doctorate	2	0.6
Total	349	100%

Source: Field Result, 2024

Table 4.1 provides a detailed breakdown of the demographic characteristics of the respondents, divided into five main sections: Gender, Marital Status, Age, Years in Service, and Educational Qualification.

Gender: The table shows that 189 respondents are male, representing 54.2% of the total sample. In comparison, 160 respondents are female, making up 45.8% of the sample. This gives 349 respondents, ensuring 100% coverage in this demographic category.

Marital Status: Regarding marital status, 99 respondents are single, accounting for 28.4%. The majority, 202 respondents, are married, representing 57.9%. Additionally, 48 respondents fall into the 'Others' category, which is 13.8% of the sample. The total number of respondents remains 349, covering 100% of the participants.

Age: The age distribution shows a diverse range of respondents. There are 29 respondents aged 25-30, making up 8.3% of the total. The 31-35 age group includes 72 respondents (20.6%), while the 36-40 age group is the largest, with 94 respondents (26.9%). The 41-45 age group consists of 75 respondents (24.6%), the 46-50 age group includes 33 respondents (9.5%), and those aged 51 and above comprise 35 respondents (10.0%). The total number of respondents in this category is also 349, ensuring 100% coverage.

Years in Service: In terms of years in service, 111 respondents have been in service for 0-10 years, which is 31.8% of the sample. A more significant proportion, 183 respondents, have

11-20 years of service, representing 52.4%. Meanwhile, 55 respondents have over 21 years of service, accounting for 15.8%. This category also totals 349 respondents, covering 100%.

Educational Qualification: The educational qualifications of the respondents show that 44 individuals have an NCE/OND, making up 12.6% of the sample. The majority, 251 respondents, hold a Bachelor's degree, representing 71.9%. There are 52 respondents with a Master's degree, accounting for 14.9%, and 2 respondents with a Doctorate, making up 0.6%. This category's total number of respondents is 349, ensuring 100% coverage.

4.1.3 Descriptive Statistics

This section provides a detailed explanation of the descriptive statistics that show the frequency distribution and the conclusions made from the answers provided by the selected respondents. In addition, an in-depth analysis of the gathered and coded data was conducted using frequency distributions based on the five-point Likert scale. Respondents had many alternatives on this scale to express their ideas, ranging from "Strongly Agreed" (5) to "Strongly Disagreed" (1). The objective is to investigate the relationships between human capital management practices and public servant performance in Nigerian government agencies and parastatals.

Table 4.2: Employees Reward System

S/N	Employees Reward System	Strongly Agree	Agree	(Neutral	Disagree	Strongly Disagree
1	The rewards offered by our organisation are fair and equitable.	180 (51.6)	147 (42.1)	15 (4.3)	5 (1.4)	2 (0.6)
2	The rewards provided by our organisation motivate me to perform.	153 (43.8)	175 (50.1)	17 (4.9)	2 (0.6)	2 (0.6)
3	The rewards the public service offers align with my values and motivations.	152 (43.6)	171 (49.0)	26 (7.4)	0 (0.0)	0 (0.0)
4	Public service rewards contribute to my positive work culture.	169 (48.4)	141 (40.4)	26 (7.4)	11 (3.2)	2 (0.6)
5	The process for determining and distributing rewards is transparent and merit-based.	116 (33.2)	150 (43.0)	80 (22.9)	3 (0.9)	0 (0.0)

Source: Field Result, 2024

Table 4.2 provides a comprehensive overview of employees' perceptions regarding the reward system within their organisation. The table is divided into five statements, each measuring different aspects of the reward system, with responses categorised into five levels: Strongly Agree, Agree, Neutral, Disagree, and Strongly Disagree.

When the respondents were asked about the fairness and equity of rewards, a significant portion of the respondents, 180 individuals, representing 51.6%, strongly agreed that the rewards are fair and equitable. Additionally, 147 respondents (42.1%) agree with this sentiment. However, a small fraction, 15 respondents (4.3%), remain neutral, while 5 respondents (1.4%) disagree, and 2 respondents (0.6%) strongly disagree, indicating a generally positive perception with minor dissent.

Regarding the motivational impact of rewards, 153 respondents (43.8%) strongly agree that the rewards provided by their organisation motivate them to perform, and 175 respondents (50.1%) agree. Only a few respondents, 17 (4.9%), are neutral, with 2 respondents (0.6%) each disagreeing and strongly disagreeing. This shows a strong consensus that the rewards are motivational. Also, on whether the rewards align with employees' values and motivations, 152 respondents (43.6%) strongly agree, and 171 respondents (49.0%) agree. Twenty-six respondents (7.4%) are neutral, and none of the respondents disagree or strongly disagree, indicating almost unanimous agreement that the rewards are in line with personal values and motivations.

Moreover, when considering whether public service rewards contribute to a positive work culture, 169 respondents (48.4%) strongly agree, and 141 respondents (40.4%) agree. Twenty-six respondents (7.4%) are neutral, while 11 respondents (3.2%) disagree, and 2 respondents (0.6%) strongly disagree. While the majority view the rewards positively, a small number of respondents feel that improvements could be made. Besides, concerning the transparency and merit-based nature of the reward distribution process, 116 respondents (33.2%) strongly agree that the process is transparent and merit-based, and 150 respondents (43.0%) agree. However, 80 respondents (22.9%) are neutral, 3 respondents (0.9%) disagree, and no respondents strongly disagree. This indicates that while most respondents view the process positively, a notable proportion of neutrality suggests room for enhancing transparency and merit-based practices.

Table 4.3: Hiring Process

S/N	Hiring Process	Strongly Agree	Agree	(Neutral	Disagree	Strongly Disagree
1	My job description provides a clear understanding of my job responsibilities and requirements.	188 (53.9)	148 (42.4)	10 (2.9)	3 (0.9)	0 (0.0)
2	The hiring process in the public service identifies candidates who can perform their roles efficiently.	162 (46.4)	171 (49.0)	16 (4.6)	0 (0.0)	0 (0.0)
3	My job role aligns well with my skills and qualifications.	171 (49.0)	153 (43.8)	19 (5.4)	5 (1.4)	1 (0.3)
4	The recruitment process is fair.	183 (52.4)	149 (42.7)	16 (4.6)	1 (0.3)	0 (0.0)
5	Only qualified candidates are usually employed in the public service.	166 (47.6)	158 (44.7)	19 (5.4)	5 (1.4)	3 (0.9)

Source: Field Result, 2024

Table 4.3 provides an analysis of employees' perceptions of the hiring process in their organisation. The table is divided into five statements, each evaluating different aspects of the hiring process, with responses categorised into five levels: Strongly Agree, Agree, Neutral, Disagree, and Strongly Disagree.

A substantial majority of respondents, 188 (53.9%), strongly agree that their job description clearly explains their job responsibilities and requirements. An additional 148 respondents (42.4%) agree with this statement. Only 10 respondents (2.9%) are neutral, 3 (0.9%) disagree, and no strongly disagree. This indicates a high level of clarity in job descriptions for most employees. Regarding the hiring process's ability to identify candidates who can perform their roles efficiently, 162 respondents (46.4%) strongly agree, and 171 respondents (49.0%)

agree. A small number of respondents, 16 (4.6%), are neutral, with no or strongly disagreeing respondents. This shows a strong belief among employees that the hiring process effectively selects capable candidates.

When asked if their job role aligns well with their skills and qualifications, 171 respondents (49.0%) strongly agree, and 153 respondents (43.8%) agree. Nineteen respondents (5.4%) are neutral, 5 respondents (1.4%) disagree, and 1 respondent (0.3%) strongly disagrees. This suggests that most employees feel their job roles are well-matched to their skills and qualifications. Most respondents, 183 (52.4%), strongly agree that the recruitment process is fair, with 149 respondents (42.7%) agreeing. Sixteen respondents (4.6%) are neutral, only 1 respondent (0.3%) disagrees, and nobody strongly disagree. This indicates a strong perception of fairness in the recruitment process among employees. Concerning whether only qualified candidates are usually employed in the public service, 166 respondents (47.6%) strongly agree, and 158 respondents (44.7%) agree. Nineteen respondents (5.4%) are neutral, 5 respondents (1.4%) disagree, and 3 respondents (0.9%) strongly disagree. While most employees believe qualified candidates are hired, a small fraction express concerns.

Table 4.4: Training and Development

S/N	Training and Development	Strongly Agree	Agree	(Neutral	Disagree	Strongly Disagree
1	I have received adequate training support to perform my duties effectively.	132 (37.8)	184 (52.7)	26 (7.4)	4 (1.1)	3 (0.9)
2	I have access to various training opportunities to enhance my public servant skills.	146 (41.8)	153 (43.8)	31 (8.9)	13 (3.7)	6 (1.7)
3	I receive adequate support and resources to apply what I have learned from training sessions to my work.	139 (39.8)	168 (48.1)	22 (6.3)	20 (5.7)	0 (0.0)
4	I have learning goals designed to enhance my current work assignment and to prepare me for future positions.	106 (30.4)	191 (54.7)	45 (12.9)	7 (2.0)	0 (0.0)
5	The public service encourages continuous learning and professional development.	129 (37.0)	155 (44.4)	51 (14.6)	9 (2.6)	5 (1.4)

Source: Field Result, 2024

Table 4.4 provides a comprehensive overview of employees' perceptions of their organisation's training and development opportunities are categorised levels: Strongly Agree, Agree, Neutral, Disagree, and Strongly Disagree, for each of the five statements related to training and development. The table shows that most employees feel optimistic about the training support they receive. Specifically, 132 respondents (37.8%) strongly agree, and 184 respondents (52.7%) agree that they have received adequate training support to perform their duties effectively. Only a small fraction, 4 respondents (1.1%) disagree, and 3 respondents (0.9%) strongly disagree, indicating that most employees feel well-supported in terms of training.

Also, most employees view access to various training opportunities favourably. Here, 146 respondents (41.8%) strongly agree and 153 respondents (43.8%) agree that they have access to various training opportunities to enhance their public servant skills. However, 13 respondents (3.7%) disagree and 6 respondents (1.7%) strongly disagree, suggesting there is room for improvement in providing diverse training opportunities. When it comes to support and resources for applying training, 139 respondents (39.8%) strongly agree, and 168 respondents (48.1%) agree that they receive adequate support and resources to apply what they have learned from training sessions to their work. While 22 respondents (6.3%) remain neutral, 20 respondents (5.7%) disagree, indicating that although support is generally good, it is not universal.

In terms of learning goals, 106 respondents (30.4%) strongly agree and 191 respondents (54.7%) agree that they have learning goals designed to enhance their current work assignments and prepare them for future positions. A small number of respondents, 7 (2.0%) disagree, reflecting that setting learning goals is generally effective but could still be improved. The encouragement of continuous learning and professional development is well-regarded, with 129 respondents (37.0%) strongly agreeing and 155 respondents (44.4%) agreeing that the public service encourages continuous learning and professional development. Nonetheless, 9 respondents (2.6%) disagree and 5 respondents (1.4%) strongly disagree, indicating that while encouragement for continuous learning is prevalent, there is still a need to address the concerns of those who feel otherwise.

Table 4.5: Performance Appraisal

S/N	Performance Appraisal	Strongly Agree	Agree	(Neutral	Disagree	Strongly Disagree
1	I receive regular feedback on my performance throughout the performance appraisal period.	124 (35.5)	169 (48.4)	40 (11.5)	10 (2.9)	6 (1.7)
2	Performance criteria and expectations are communicated.	110 (31.5)	179 (51.3)	48 (13.8)	10 (2.9)	2 (0.6)
3	The performance appraisal process helps me to identify areas for my performance improvement.	104 (29.8)	169 (48.4)	56 (16.0)	13 (3.7)	7 (2.0)
4	The performance appraisal is conducted fairly and objectively, without bias or favouritism.	117 (33.5)	184 (52.7)	40 (11.5)	8 (2.3)	0 (0.0)
5	Based on my experience with performance appraisal contributes to improving my service delivery.	91 (26.1)	205 (58.7)	37 (10.6)	11 (3.2)	5 (1.4)

Source: Field Result, 2024

Table 4.5 provides detailed insights into employees' perceptions of the performance appraisal process within their organisation, which are categorised into levels: Strongly Agree, Agree, Neutral, Disagree, and Strongly Disagree for each of the five statements related to performance appraisal. Regarding the regularity of feedback on performance throughout the appraisal period, 124 respondents (35.5%) strongly agree and 169 respondents (48.4%) agree that they receive regular feedback. This indicates a positive trend, with the majority feeling that they are kept informed about their performance. However, 40 respondents (11.5%) remain neutral, 10 respondents (2.9%) disagree, and 6 respondents (1.7%) strongly disagree, suggesting that while feedback is generally regular, it is not consistent for all employees. Furthermore, in terms of the communication of performance criteria and expectations, 110

respondents (31.5%) strongly agree and 179 respondents (51.3%) agree that these are clearly communicated. This strongly indicates that most employees understand what is expected of them. However, 48 respondents (13.8%) are neutral, and a small number of 10 respondents (2.9%) disagree, and 2 respondents (0.6%) strongly disagree, pointing to a need for improved clarity in some cases.

The effectiveness of the appraisal process in helping employees identify areas for performance improvement is generally viewed positively. Here, 104 respondents (29.8%) strongly agree, and 169 respondents (48.4%) agree that the process helps them identify areas for improvement. Nonetheless, 56 respondents (16.0%) are neutral, and a small number, 13 respondents (3.7%) disagree and 7 respondents (2.0%) strongly disagree, indicating room for making the appraisal process more actionable for improvement. Regarding the fairness and objectivity of the performance appraisal process, 117 respondents (33.5%) strongly agree and 184 respondents (52.7%) agree that it is conducted fairly and without bias. This high level of agreement suggests that most employees perceive the appraisal process as equitable. However, 40 respondents (11.5%) are neutral, and a small minority, 8 respondents (2.3%) disagree, indicating some perceptions of bias or favouritism that may need to be addressed.

Most respondents see the contribution of the performance appraisal process to improving service delivery positively. Specifically, 91 respondents (26.1%) strongly agree and 205 respondents (58.7%) agree that the appraisal process helps strengthen their service delivery. Meanwhile, 37 respondents (10.6%) are neutral, 11 respondents (3.2%) disagree, and 5 respondents (1.4%) strongly disagree, suggesting that while the appraisal process is generally beneficial, its impact on service delivery could be enhanced. To this end, Table 4.5 indicates that employees generally have a positive perception of the performance appraisal process in their organisation, receive regular feedback, understand the performance criteria and

expectations, and find the appraisal process helpful for identifying areas for improvement. The process is also seen as fair and objective, contributing to improved service delivery. However, there are areas for improvement, such as ensuring consistent employee feedback, making the appraisal process more actionable for improvement, and addressing any perceived biases.

Table 4.6: Career Advancement

S/N	Career Advancement	Strongly Agree	Agree	(Neutral	Disagree	Strongly Disagree
1	There are opportunities for career development and advancement in the public service.	143 (41.0)	174 (49.9)	22 (6.3)	8 (2.3)	2 (0.6)
2	I know of career advancement opportunities in public service.	172 (49.6)	152 (43.6)	22 (6.3)	2 (0.6)	0 (0.0)
3	The civil service provides clear criteria for promotion.	169 (48.4)	154 (44.1)	22 (6.3)	4 (1.1)	0 (0.0)
4	Promotion decisions are made based on merit and performance.	169 (48.4)	149 (42.7)	28 (8.0)	1 (0.3)	2 (0.6)
5	I am optimistic about my future growth and progression within the public service.	158 (45.3)	133 (38.1)	48 (13.8)	5 (1.4)	5 (1.4)

Source: Field Result, 2024

Table 4.6 provides a detailed examination of employees' perceptions regarding career advancement opportunities within the public service. The responses are broken down into five categories: Strongly Agree, Agree, Neutral, Disagree, and Strongly Disagree for each of the five statements related to career advancement.

The first item of the table focuses on the availability of opportunities for career development and advancement in public service; 143 respondents (41.0%) strongly agree, and 174 respondents (49.9%) agree that such opportunities exist. This shows a high level of confidence among many employees about the availability of career growth prospects. However, 22 respondents (6.3%) are neutral, 8 respondents (2.3%) disagree, and 2 respondents (0.6%) strongly disagree, indicating that a small percentage of employees might not perceive sufficient career advancement opportunities.

The second item centers on the awareness of career advancement opportunities within the public service; 172 respondents (49.6%) strongly agree, and 152 respondents (43.6%) agree that they are aware of these opportunities. This reflects a strong level of awareness among employees. However, 22 respondents (6.3%) are neutral, and a minimal number, 2 respondents (0.6%), disagree, suggesting nearly universal awareness with minor exceptions.

In terms of the clarity of promotion criteria provided by the civil service, 169 respondents (48.4%) strongly agree and 154 respondents (44.1%) agree that the criteria for promotion are clear. This indicates that most employees understand the promotion criteria well. Nevertheless, 22 respondents (6.3%) are neutral, and 4 respondents (1.1%) disagree, pointing to a need for continuous communication and transparency about promotion criteria. Regarding whether promotion decisions are made based on merit and performance, 169 respondents (48.4%) strongly agree and 149 respondents (42.7%) agree, suggesting that the majority of employees believe that merit and performance drive promotion decisions. However, 28 respondents (8.0%) remain neutral, 1 respondent (0.3%) disagrees, and 2 respondents (0.6%) strongly disagree, indicating that some employees might have reservations about the fairness of promotion practices.

Concerning optimism about future growth and progression within the public service, 158 respondents (45.3%) strongly agree and 133 respondents (38.1%) agree that they are optimistic about their future career growth. This indicates a generally positive outlook on career progression among most employees. However, 48 respondents (13.8%) are neutral, and a small number, 5 respondents (1.4%) disagree and 5 respondents (1.4%) strongly disagree, suggesting that while the majority are optimistic, there is a minority with uncertainties or concerns about their career growth prospects. Table 4.6 demonstrates that employees generally have a positive perception of career advancement opportunities within the public service. Most employees believe there are ample opportunities for career development, are aware of these opportunities, understand the promotion criteria, and perceive the promotion process to be merit-based. Additionally, a significant majority are optimistic about their future career growth. However, there are areas for improvement, particularly in ensuring universal clarity and fairness in promotion practices and addressing the concerns of the minority who are not as optimistic about their career advancement prospects.

Table 4.7: Employee Commitment

S/N	Employee Commitment	Strongly Agree	Agree	(Neutral	Disagree	Strongly Disagree
1	I am willing to exert extra effort to contribute to the success of my ministry/parastatal as a civil/public servant.	129 (37.0)	158 (45.2)	51 (14.6)	11 (3.2)	0 (0.0)
2	I am proud to be a civil/public servant.	164 (47.0)	170 (48.7)	12 (3.4)	3 (0.9)	0 (0.0)
3	I am satisfied with the support and resources provided to me to perform my duties effectively.	192 (55.0)	122 (35.0)	28 (8.0)	2 (0.6)	5 (1.4)
4	I am willing to stay in the civil service till retirement.	191 (54.7)	130 (37.2)	23 (6.6)	2 (0.6)	3 (0.9)

Source: Field Result, 2024

Table 4.7 provides insights into the levels of commitment among employees in the civil/public service. The table is divided into four statements, each assessed on a five-point Likert scale ranging from Strongly Agree to Disagree Strongly. The first statement examines whether employees are willing to exert extra effort to contribute to their ministry's or parastatal's success. A significant proportion of 129 respondents (37.0%) strongly agree and 158 (45.3%) agree. This indicates that most employees are highly committed to going above and beyond in their roles. However, 51 respondents (14.6%) are neutral, and 11 respondents (3.2%) disagree, suggesting some employees may be less inclined to put in additional effort.

The second statement measures employees' pride in being civil/public servants. Here, 164 respondents (47.0%) strongly agree and 170 respondents (48.7%) agree, demonstrating that most employees take pride in their roles. Only 12 respondents (3.4%) are neutral, and 3 respondents (0.9%) disagree, indicating minimal employee dissatisfaction or lack of pride.

The third statement assesses employees' satisfaction with the support and resources provided

to perform their duties effectively. In this category, 192 respondents (55.0%) strongly agree and 122 respondents (35.0%) agree, indicating high satisfaction levels. However, 28 respondents (8.0%) are neutral, 2 respondents (0.6%) disagree, and 5 respondents (1.4%) strongly disagree, highlighting that while most employees feel adequately supported, there is a small minority that does not share this sentiment.

The fourth statement examines employees' willingness to remain in the civil service until retirement. A majority of 191 respondents (54.7%) strongly agree, and 130 respondents (37.2%) agree, showing a solid intention to stay long-term within the civil service. Meanwhile, 23 respondents (6.6%) are neutral, 2 respondents (0.6%) disagree, and 3 respondents (0.9%) strongly disagree, indicating that a small number of employees are either undecided or do not intend to stay until retirement. Overall, Table 4.7 reveals that civil/public service employees exhibit high commitment. Most employees are willing to exert extra effort, feel proud to be civil/public servants, are satisfied with the support and resources provided, and intend to remain in their roles until retirement. However, there are minor proportions of employees who are either neutral or dissatisfied in these areas, suggesting opportunities for further improvement in fostering even greater employee commitment.

Table 4.8: Employee Efficiency

S/N	Employee Efficiency	Strongly Agree	Agree	(Neutral	Disagree	Strongly Disagree
1	I am adequately equipped with the necessary tools and resources to perform my duties efficiently as a public servant.	160 (45.8)	161 (46.2)	26 (7.4)	2 (0.6)	0 (0.0)
2	I receive clear and specific instructions on tasks and responsibilities, which helps me work efficiently as a public servant.	178 (51.0)	151 (43.2)	18 (5.2)	2 (0.6)	0 (0.0)
3	I can manage my time effectively to accomplish tasks and meet deadlines.	186 (53.3)	140 (40.1)	18 (5.2)	5 (1.4)	0 (0.0)
4	There are opportunities for automation of tasks to improve efficiency.	171 (49.0)	143 (41.0)	32 (9.1)	1 (0.3)	2 (0.6)

Source: Field Result, 2024

Table 4.8 provides insights into the efficiency levels of employees in the public service, focusing. The first statement assesses whether employees feel adequately equipped with the necessary tools and resources to perform their duties efficiently as public servants. A significant majority, 160 respondents (45.8%), strongly agree, and 161 respondents (46.2%) agree. This indicates that most employees feel well-supported with the tools they need. However, 26 respondents (7.4%) are neutral, suggesting some uncertainty or variation in perceptions about resource adequacy. The second statement evaluates whether employees receive clear and specific instructions on tasks and responsibilities, contributing to their efficiency. Here, 178 respondents (51.0%) strongly agree, and 151 respondents (43.2%) agree. This suggests that a majority of employees receive clear guidance, facilitating efficient work processes. Only 18 respondents (5.2%) are neutral, indicating a small proportion of uncertainty.

The third statement focuses on employees' ability to manage their time effectively to accomplish tasks and meet deadlines. A substantial number of 186 respondents (53.3%) strongly agree, and 140 (40.1%) agree. This demonstrates that most employees feel capable of managing their time efficiently. However, 18 respondents (5.2%) are neutral, and 5 respondents (1.4%) disagree, suggesting room for improvement in time management practices. The fourth statement explores whether there are opportunities for the automation of tasks to improve efficiency within the public service. 171 respondents (49.0%) strongly agree, and 143 respondents (41.0%) agree, indicating that many employees recognise the potential benefits of automation. However, 32 respondents (9.1%) are neutral, and 1 (0.3%) disagree, suggesting some caution or uncertainty about automation initiatives. Table 4.8 provides a comprehensive view of employee efficiency within the public service. It highlights that while most employees feel adequately equipped with tools, receive clear instructions, and can manage their time effectively, there are areas where perceptions vary, such as resource adequacy and automation. Addressing these areas could further enhance overall employee efficiency and productivity in the public service environment.

Table 4.9: Employee Responsiveness

S/N	Employee Responsiveness	Strongly Agree	Agree	(Neutral	Disagree	Strongly Disagree
1	I actively seek solutions and assist in resolving issues raised while performing my official assignments.	183 (52.4)	149 (42.7)	15 (4.3)	2 (0.6)	0 (0.0)
2	I demonstrate a sense of urgency in addressing work-related matters and meeting deadlines.	198 (56.7)	129 (37.0)	14 (4.0)	8 (2.3)	0 (0.0)
3	I take ownership of my responsibilities and strive for excellence in my job roles.	180 (51.6)	144 (41.3)	19 (5.4)	4 (1.1)	2 (0.6)
4	I effectively manage my workload and resources to maximise my potential.	171 (49.0)	153 (43.9)	21 (6.0)	4 (1.1)	0 (0.0)

Source: Field Result, 2024

Table 4.9 evaluates employee responsiveness within the public service across several dimensions related to initiative, urgency, ownership, and workload management. The first statement assesses employees' proactive approach to seeking solutions and assisting in resolving issues encountered during official assignments. A majority of 183 respondents (52.4%) strongly agree, and 149 (42.7%) agree. This indicates that a significant number of employees actively engage in problem-solving activities. Only 15 respondents (4.3%) are neutral, suggesting a small level of uncertainty or variation in engagement. The second statement evaluates employees' demonstration of urgency in addressing work-related matters and meeting deadlines. 198 respondents (56.7%) strongly agree, and 129 (37.0%) agree. This suggests that most employees prioritise and are urgent in their work responsibilities. Only 14 respondents (4.0%) are neutral, and 8 respondents (2.3%) disagree, indicating varying degrees of responsiveness among a minority.

The third statement focuses on employees taking ownership of their responsibilities and striving for excellence in their job roles. A significant majority, 180 respondents (51.6%), strongly agree, and 144 respondents (41.3%) agree. This highlights a strong commitment among employees to ownership and excellence. However, 19 respondents (5.4%) are neutral, and 6 respondents (1.7%) disagree, indicating some variability in perceptions. The fourth statement assesses employees' effectiveness in managing their workload and resources to maximise their potential. 171 respondents (49.0%) strongly agree, and 153 respondents (43.9%) agree, indicating that many employees feel confident in managing workload and resources effectively. Only 21 respondents (6.0%) are neutral, and 4 respondents (1.1%) disagree, suggesting generally positive sentiments regarding workload management. Table 4.9 provides insights into employee responsiveness within the public service, highlighting proactive problem-solving, a sense of urgency, ownership, and effective workload management as key attributes. While most employees demonstrate high levels of responsiveness, there are areas where perceptions vary, indicating potential areas for further improvement and development of employee engagement strategies.

Table 4.10: Employee Goal Attainment

S/N	Employee Goal Attainment	Strongly Agree	Agree	(Neutral	Disagree	Strongly Disagree
1	I am aware of the goals set for me.	193 (55.3)	140 (40.1)	14 (4.0)	2 (0.6)	0 (0.0)
2	I receive sufficient support to help me achieve my public service goals.	192 (55.0)	142 (40.7)	13 (3.7)	2 (0.6)	0 (0.0)
3	I proactively seek guidance when faced with challenges that may hinder goal attainment.	211 (60.5)	103 (29.4)	33 (9.5)	2 (0.6)	0 (0.0)
4	I can adapt and adjust my goals to align with changing priorities.	165 (47.3)	153 (43.8)	29 (8.3)	2 (0.6)	0 (0.0)

Source: Field Result, 2024

Table 4.10 assesses employee perceptions and experiences related to goal attainment within the public service, focusing on awareness of goals, support received, proactive guidance-seeking behaviour, and adaptability to changing priorities. The first statement evaluates employees' understanding of the goals set for them within the public service. Most respondents, 193 (55.3%), strongly agree, and 140 (40.1%) agree that they are aware of their goals. Only 14 respondents (4.0%) are neutral, indicating a high level of clarity and understanding among employees regarding their assigned goals.

The second statement assesses the level of support employees receive to help them achieve their public service goals. Similarly, 192 respondents (55.0%) strongly agree, and 142 respondents (40.7%) agree that they receive sufficient support. Only 13 respondents (3.7%) are neutral, suggesting generally positive perceptions regarding the support mechanisms in place. The third statement evaluates employees' proactive behaviour in seeking guidance when faced with challenges that may hinder goal attainment. A significant majority, 211

respondents (60.5%), strongly agree, and 103 (29.4%) agree that they proactively seek guidance. This indicates a proactive approach among employees in overcoming obstacles and achieving their goals.

The fourth statement focuses on employees' ability to adapt and adjust their goals to align with changing priorities within the public service. 165 respondents (47.3%) strongly agree, and 153 (43.8%) agree that they can adapt to their goals. Only 29 respondents (8.3%) are neutral, suggesting a majority feel capable of adjusting their goals as needed. Table 4.10 provides insights into employee goal attainment within the public service, highlighting high levels of goal awareness, perceived support for goal achievement, proactive guidance-seeking behaviour, and adaptability to changing priorities. These findings suggest that employees generally feel well-informed, supported, and capable of adjusting their goals to align with organisations, contributing positively to their overall goal attainment within the public service context.

4.2 Test of Hypotheses

This section focuses on using the Smart PLS statistical technique to test the research hypotheses empirically. This tool makes examining the significant effects of independent variables on dependent variables easier. The purpose of hypothesis testing is to establish whether the study's hypotheses have sufficient statistical support or not. This entails evaluating the direction, strength, and statistical significance of the correlations between the variables. The results of hypothesis testing are useful in validating the study's theoretical underpinnings and expanding the body of knowledge in the relevant discipline. In the end, the conclusions and suggestions derived from the analysis of the study are informed by these insights.

Test of Hypothesis One

Data analysis within this study entailed predicting both structural and measurement models. The study employed path coefficients and the bootstrapping approach with 5000 bootstrap samples to measure the employee reward system, as scholars recommended. All constructs and items utilised in the measurement model were reflective, with loading factors exceeding 0.70, in line with the guidance provided by some scholars¹. Remarkably, all constructs exhibited values surpassing 0.70.

The findings in Figure 4.2 showed that no items with loading factors lower than 0.7 were eliminated. The investigation included path coefficients, R-squared (R^2), and significant value evaluation. Furthermore, it was determined that the bootstrapping method was the best non-parametric technique for assessing the model's influence in PLS-SEM. The researchers used bootstrapping estimates to provide more accurate results when defining the association between the employee reward system and public servants' performance (commitment, efficiency, responsiveness, and goal attainment). The following formulated hypothesis was tested:

H₀₁: Rewards Practice has no Significant Effect on the Performance Dimensions of Public Servants in Selected Government Agencies in Nigeria

The hypothesis focuses on the reward system as an independent variable and public servants' performance, which has four dimensions (commitment, efficiency, responsiveness, and goal attainment) as the dependent variable. A standardised questionnaire with a five-point Likert scale was used to gather data for all study variables. The five measures used for the reward system were part of a twenty-item set to assess public workers' commitment, efficiency,

responsiveness, and goal attainment performance. The relationship between the variables was examined using the Partial Least Squares Structural Equation Modelling (PLS-SEM) technique. The standardised estimates of how the reward system affects public servants' performance, as hypothesised, are shown in Figure 4.2. Notably, all items related to the reward system and public servants' performance exhibited factor loadings exceeding the minimum cutoff of 0.70, as depicted in Table 4.11.

Table 4.11: Factor Loading for Reward and Public Servants' Performance (Commitment, Efficiency, Responsiveness, and Goal Attainment)

Indicators	Factor Loading > 0.7	Composite Reliability ≥ 0.8	AVE ≥ 0.5	Cronbach's Alpha ≥ 0.7	No. of Indicators
Reward and Public Servants' Performance					
Reward	0.772	0.881	0.597	0.831	5
Public Servants' Performance					
Commitment	0.815	0.888	0.665	0.833	4
Efficiency	0.873	0.906	0.762	0.844	3
Responsiveness	0.780	0.862	0.611	0.791	4
Goal Attainment	0.868	0.924	0.754	0.891	4

Source: Field Result, 2024

A scholar recommended specific instrument and scale measurement guidelines¹. For example, the average variance extracted (AVE) should be greater than or equal to the minimum value of 0.50, factor loadings greater than or equal to 0.70, and composite reliability at least 0.80. Furthermore, the instruments must have a Cronbach's alpha coefficient of at least 0.70 to be considered reliable. The independent and dependent variables have values more than 0.80 and 0.70, respectively, as Table 4.11 depicts. The factor loading of all the constructs ranges from

0.772 to 0.873, indicating an acceptable level of reliability. The instrument is considered acceptable and reliable if the degree of fit meets the requirements.

Evaluation of the Inner Structural Model

The path coefficients were used to assess the significance using the inner structural model. Bootstrapping becomes essential when determining the degree of importance in PLS-SEM. This study's default bootstrapping method made use of 5000 subsamples. The internal structural model, displayed in Table 4.11 and illustrated in Figure 4.2, shows how employee reward system influenced public servants' performance (commitment, efficiency, responsiveness, and goal attainment)

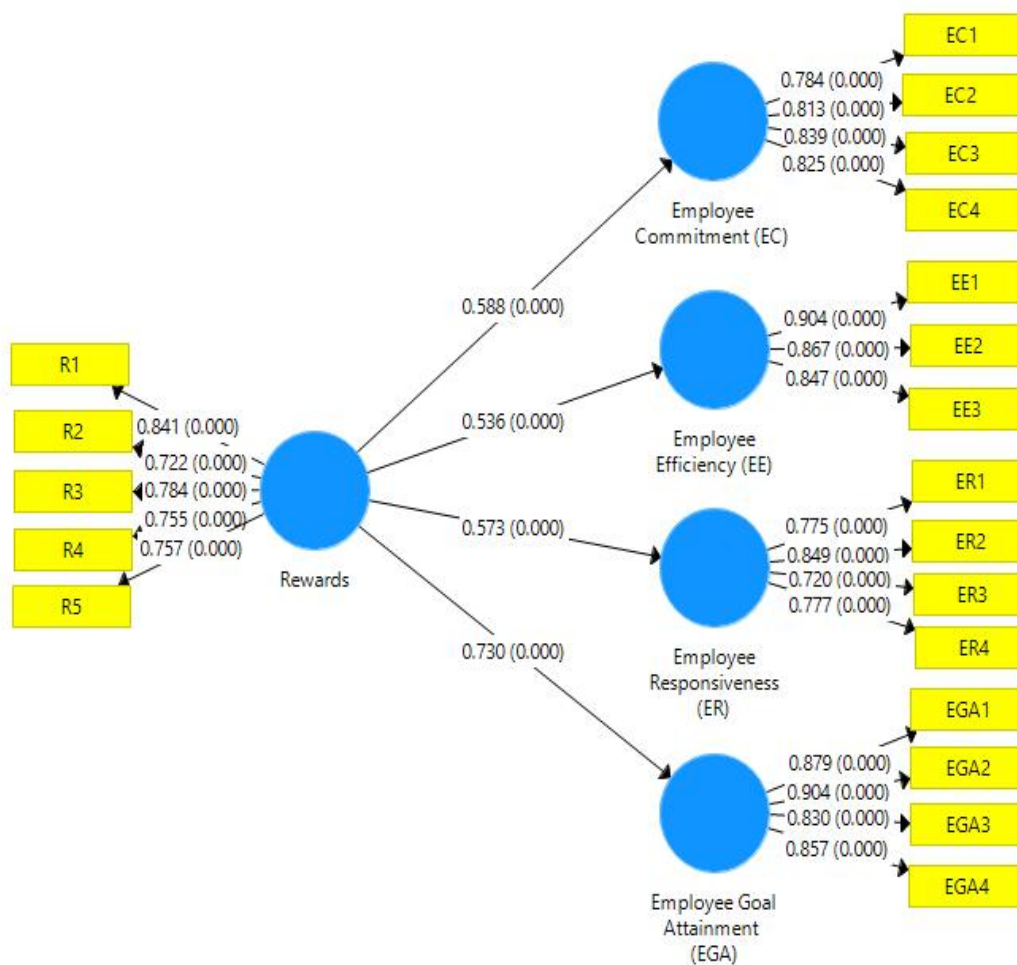


Figure 4.2: Path Co-efficient and P-values for Reward and Public Servants' Performance (Commitment, Efficiency, Responsiveness, and Goal Attainment)

Source: Field Result, 2024

As depicted in Table 4.12, this hypothesis anticipated that the reward system substantially influences performance (commitment, efficiency, responsiveness, and goal attainment).

Table 4.12 Path Co-efficient for Reward and Public Servants' Performance

Variables and Cross Loading	Path Co-efficient	R ²	Std. Dev	T-Statistics	P-value
Reward → Employee Commitment	0.588	0.346	0.097	6.036	0.000
Reward → Employee Efficiency	0.536	0.288	0.100	5.363	0.000
Reward → Employee Goal Attainment	0.730	0.533	0.069	10.596	0.000
Reward → Employee Responsiveness	0.573	0.329	0.096	5.974	0.000

Source: Field Result, 2024

Based on the path coefficients and bootstrapping at a significance level of 0.05, the analysis showed that all constructs had meaningful associations. The structural model revealed statistically significant path coefficients between the *reward system and public servants' commitment*.

Notably, every path coefficient is positive, suggesting a positive correlation between employee performance on all fronts and the rewards system. With a value of 0.730, the path coefficient between "Reward" and "Employee Goal Attainment" is the highest and indicates a very strong association. This suggests that the reward system significantly impacts

employees' ability to accomplish their company goals. Furthermore, with coefficients of 0.588, 0.536, and 0.573, respectively, the path coefficients for "Employee Commitment," "Employee Efficiency," and "Employee Responsiveness" are equally impressive.

Furthermore, the R² values show how much the rewards system can account for variation in each dependent variable. According to the data, the reward system is responsible for 53.3% of employee goal attainment variance. For example, the R² value for "Employee Goal Attainment" is 0.533. The R² values for "Employee Efficiency," "Employee Commitment," and "Employee Responsiveness," at 0.288, 0.329, and 0.346, respectively, also demonstrate a significant level of performance. The T-statistics provide additional support for the significance of these correlations, where all values strongly refute the null hypothesis. The P-values, which consistently show 0.000, support this by highlighting the statistical significance of the connections between the reward system and other aspects of employee performance. These findings indicate that the reward system is critical in influencing employee performance across multiple dimensions, highlighting its importance in organisational effectiveness and success.

The Common Method Bias (CMB)

Common Method Bias (CMB) was evaluated by considering the structural and measurement models using collinearity statistics in the SEM-PLS tool. A VIF value of more than 3.3 indicates that the model contains common method bias, according to Liu et al. (2019). However, suppose all VIF values at the factor level, as established by a maximum collinearity test, are equal to or less than 3. In that case, common method bias may not affect the model. The variance for all variables in this study was 57.11%, as Table 4.13 indicates, while the variance for CMB was between 1.071 and 2.133.

Table 4.13: Common Method Bias for Reward and Public Servants' Performance

S/N	Variables	VIF	Decision	Variance Factor in % [$> 50\%$]
1	Reward	1.071	Free of CMB	57.11
2	Public Servants' Performance	2.133	Free of CMB	

Source: Field Result, 2024

Table 4.13 depicts that all VIF values for each measuring item and construct are subsequently less than 3 for *reward and public servants' performance* (commitment, efficiency, responsiveness, and goal attainment). This shows that the hypothesis does not contain any common method bias.

Evaluation of the Model Fitness

This study used three main categories of fit indices: absolute fit measurements, incremental fit measures, and parsimony fit measures². Absolute fit indices measure how well sample data agree with the model's a priori predictions. For example, the relationship between reward and the performance components (commitment, efficiency, responsiveness, and goal accomplishment) of public servants has an SRMR value of 0.076, below the 0.08 criterion and indicates a satisfactory match. Similarly, a GFI value 0.913 indicates a satisfactory match since it exceeds the 0.9 threshold. Furthermore, the hypothetical model indicates an excellent match with a CMIN/DF value less than 3.

Metrics for incremental fit evaluate how well a model performs compared to a baseline model in which all variables are uncorrelated. Meeting the standard NFI cutoff criterion of 0.90 (0.917) for this study indicates that the research model is appropriate. Some scholars

advocate using parsimony fit indices, such as the Parsimony Comparative Fit Index (PCFI) with a threshold of 0.50, to compare models and assess how well they fit samples from the same population³. The CMIN/DF value of less than three, the RMSR value of 0.08 or less, and the NFI, GFI, and CFI values exceeding 0.90 are the criteria for approving the model⁴. The model fit indices presented in Table 4.12, including a relative Chi-square of 345.737, GFI of 0.913, CFI of 0.944, NFI of 0.920, and RMSR of 0.076, indicate a well-fitting model that meets the necessary conditions, as summarised in Table 4.14.

Table 4.14: Model Fit Index for Reward and Public Servants' Performance

Model Fit Index	Measures	Thresholds	Model values
Absolute Fit Index	The goodness of Fit Index (GFI)	≥ 0.90	0.913
	Chi-Square/DF	< 3.0	345.737
	Root Mean Square Residual (RMSR)	< 0.08	0.076
Incremental Fit Index	Comparative Fit Index (CFI)	≥ 0.90	0.944
	Normed Fit Index (NFI)	≥ 0.90	0.920
Parsimony Fit Index	Parsimony Comparative Fit Index (PCFI)	≥ 0.50	0.602

Source: Field Result, 2024

A scholar reports that all model fit indices for the measurement model were within an acceptable range and above the suggested cutoff point. For this model, Table 4.14 shows an RMSR value of 0.076, below the cutoff of 0.08, suggesting a reasonable match. This led to rejecting the null hypothesis (H0), which claimed that adopting a reward system has no significant effect on public servant performance.

Test of Hypothesis Two

H₀2: Hiring Practice does not have Significant Effect on the Performance Dimensions of Public Servants in Selected Government Agencies in Nigeria

The hypothesis investigated the influence of the employee hiring process on public servants' performance (commitment, efficiency, responsiveness, and goal attainment). A standardised questionnaire with a five-point Likert scale was used to gather data for all study variables. The five measures used for the employee hiring process were part of a twenty-item set used to assess public servants' performance, i.e. commitment, efficiency, responsiveness, and goal attainment. The relationship between the variables was examined using the Partial Least Squares Structural Equation Modelling (PLS-SEM) technique. The standardised estimates of how the employee hiring process affects public servants' performance, as hypothesised, are shown in Figure 4.3. Notably, all items related to the employee hiring process and public servants' performance exhibited factor loadings exceeding the minimum cutoff of 0.70, as depicted in Table 4.15.

Table 4.15: Factor Loading for Employee Hiring Process and Public Servants' Performance (Commitment, Efficiency, Responsiveness, and Goal attainment).

Indicators	Factor Loading > 0.7	Composite Reliability ≥ 0.8	AVE ≥ 0.5	Cronbach's Alpha ≥ 0.7	No. of Indicators
Employee Hiring Process and Public Servants' Performance					
Employee Hiring Process	0.764	0.875	0.585	0.829	5
Public Servants' Performance					
Commitment	0.815	0.887	0.664	0.833	4
Efficiency	0.873	0.904	0.760	0.844	3
Responsiveness	0.780	0.852	0.593	0.791	4
Goal Attainment	0.868	0.921	0.743	0.891	4

Source: Field Result, 2024

Some scholars noted, the average variance extracted (AVE) should be greater than or equal to the minimum value of 0.50, factor loadings should be greater than or equal to 0.70, and composite reliability should be at least 0.80. Furthermore, the instruments must have a Cronbach's alpha coefficient of at least 0.70 to be considered reliable. The independent and dependent variables have values more than 0.80 and 0.70, respectively, as Table 4.15 depicts. The factor loading of all the constructs ranges from 0.764 to 0.873, indicating an acceptable level of reliability. The instrument is considered acceptable and reliable if the degree of fit meets the requirements.

Evaluation of the Inner Structural Model

The path coefficients were used to assess the significance using the inner structural model. Bootstrapping becomes essential when determining the degree of importance in PLS-SEM. This study's default bootstrapping method made use of 5000 subsamples. The internal

structural model, displayed in Table 4.15 and shown in Figure 4.3, shows how the employee hiring process influenced public servants' performance (commitment, efficiency, responsiveness, and goal attainment)

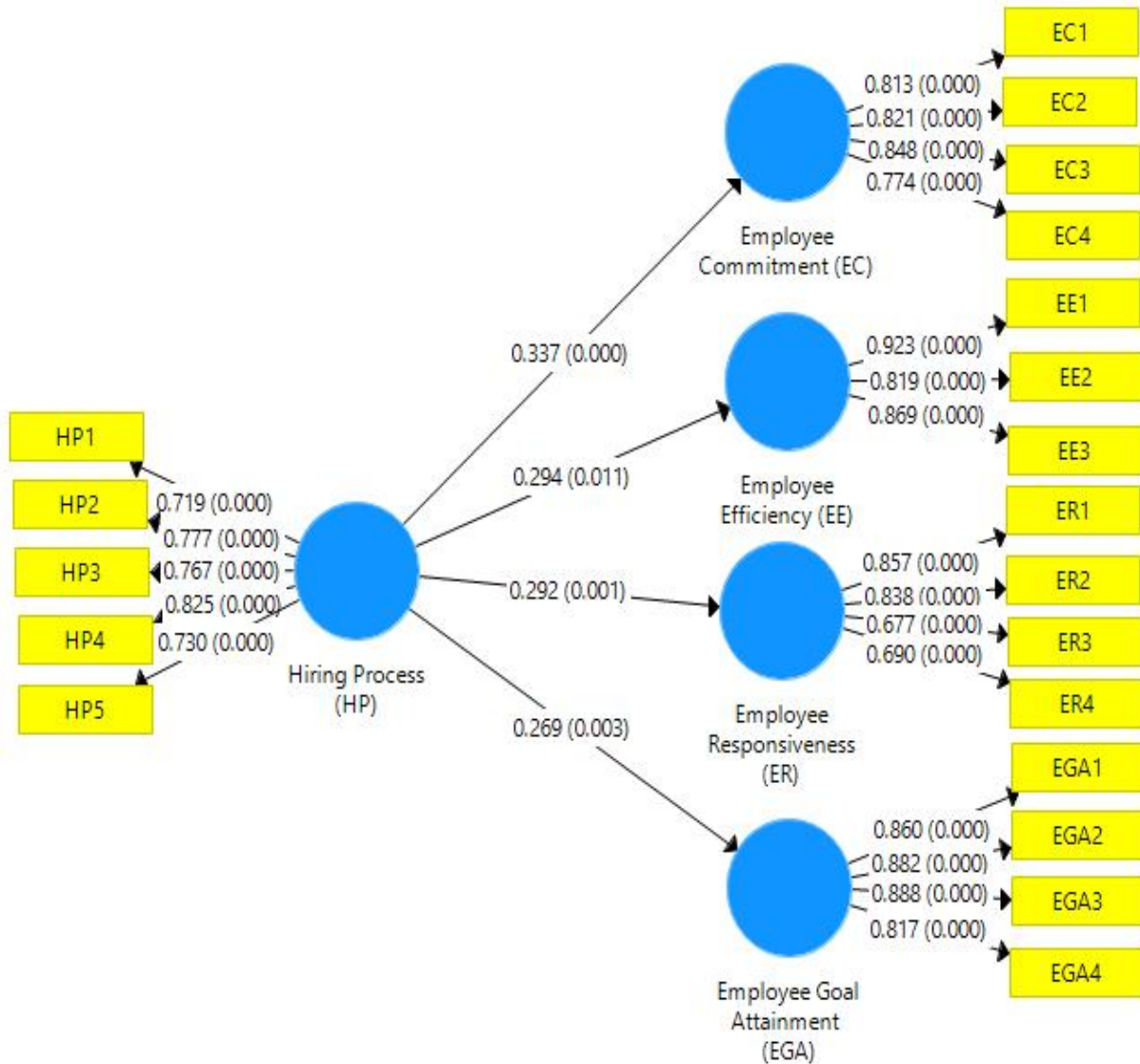


Figure 4.3: Path Co-efficient and P-values for Employee Hiring Process and Public Servants' Performance (Commitment, Efficiency, Responsiveness, and Goal Attainment)

Source: Field Result, 2024

As depicted in Table 4.16, this hypothesis anticipated that the employee hiring process substantially influences performance (commitment, efficiency, responsiveness, and goal attainment).

Table 4.16 Path Co-efficient for the Employee Hiring Process and Public Servants' Performance

Variables and Cross Loading		Path Co-efficient	R2	Std. Dev	T-Statistics	P-value
Hiring Process ➔	Employee Commitment	0.337	0.114	0.075	4.515	0.000
Hiring Process ➔	Employee Efficiency	0.294	0.086	0.114	2.579	0.010
Hiring Process ➔	Employee Goal Attainment	0.269	0.073	0.091	2.949	0.003
Hiring Process ➔	Employee Responsiveness	0.292	0.085	0.085	3.444	0.001

Source: Field Result, 2024

Based on the path coefficients and bootstrapping at a significance level of 0.05, the analysis showed that all constructs had a meaningful relationship. The structural model revealed statistically significant path coefficients between the employee hiring process and public servants' performance. Remarkably, every path coefficient is positive, signifying a positive association between the employee hiring process and public servants' performance.

The structural model revealed statistically significant path coefficients between the employee hiring process and employee commitment at ($\beta=0.337$, $T_{stat} = 4.515$, $p=.000$) with the R-

square value of 0.114, which suggests 11.4% variance in employee commitment can be explained by the employee hiring process.

The findings also revealed that the employee hiring process significantly influences employee efficiency at ($\beta=0.294$, $T_{stat} = 2.579$, $p=.010$) with the R-square value of 0.086, which suggests an 8.6% variance in employee efficiency can be explained by the employee hiring process.

In the same vein, the findings also revealed that the employee hiring process has a significant influence on employee goal attainment at ($\beta=0.269$, $T_{stat} = 2.949$, $p=.003$) with the R-square value of 0.073 which suggests a 7.3% variance in employee goal attainment can be explained by employee hiring process. It is equally important to note that the employee hiring process has a significant influence on employee responsiveness at ($\beta=0.292$, $T_{stat} = 3.444$; $p=.001$) with the R-square value of 0.085, which suggests 8.5% variance in employee responsiveness can be explained by employee hiring process.

The Common Method Bias (CMB)

Common Method Bias (CMB) was evaluated by considering the structural and measurement models using collinearity statistics in the SEM-PLS tool. A VIF value of more than 3.3 indicates that the model contains common method bias, according to Liu et al. (2019). However, suppose all VIF values at the factor level, as established by a maximum collinearity test, are equal to or less than 3. In that case, common method bias may not affect the model. The variance for all variables in this study was 61.03%, as Table 4.17 indicates, while the variance for CMB was within the range of 1.222 and 2.201.

Table 4.17: Common Method Bias for Employee Hiring Process and Public Servants' Performance.

S/N	Variables	VIF	Decision	Variance Factor in
		[<3]		% [> 50%]
1	Employee Hiring Process	1.222	Free of CMB	61.03
2	Public Servants' Performance	2.201	Free of CMB	

Source: Field Result, 2024

Table 4.17 depicts that all VIF values for each measuring item and construct are subsequently less than 3 for the employee hiring process and public servants' performance (commitment, efficiency, responsiveness, and goal attainment). This shows that the hypothesis does not contain any common method bias.

Evaluation of the Model Fitness

The relationship between the employee hiring process and public servants' performance components (commitment, efficiency, responsiveness, and goal accomplishment) has an SRMR value of 0.073, below the 0.08 criterion and indicates a satisfactory match. Similarly, a GFI value 0.918 indicates a satisfactory match since it exceeds the 0.9 threshold. Furthermore, the hypothetical model indicates an excellent match with a CMIN/DF value less than 3.

Metrics for incremental fit evaluate how well a model performs compared to a baseline model in which all variables are uncorrelated. Meeting the standard NFI cutoff criterion of 0.90 (0.921) for this study indicates that the research model is appropriate. Some scholars advocate using parsimony fit indices, such as the Parsimony Comparative Fit Index (PCFI) with a threshold of 0.50, to compare models and assess how well they fit samples from the

same population⁶. The CMIN/DF value of less than three, the RMSR value of 0.08 or less, and the NFI, GFI, and CFI values exceeding 0.90 are the criteria for approving the model. The model fit indices presented in Table 4.18, including a relative Chi-square of 363.185, GFI of 0.918, CFI of 0.936, NFI of 0.921, and RMSR of 0.073, indicate a well-fitting model that meets the necessary conditions, as summarised in Table 4.18.

Table 4.18: Model Fit Index for Employee Hiring Process and Public Servants' Performance

Model Fit Index	Measures	Thresholds	Model values
Absolute Fit Index	The goodness of Fit Index (GFI)	≥ 0.90	0.918
	Chi-Square/DF	< 3.0	363.185
	Root Mean Square Residual (RMSR)	< 0.08	0.073
Incremental Fit Index	Comparative Fit Index (CFI)	≥ 0.90	0.936
	Normed Fit Index (NFI)	≥ 0.90	0.921
Parsimony Fit Index	Parsimony Comparative Fit Index (PCFI)	≥ 0.50	0.597

Source: Field Result, 2024

Table 4.18 shows an RMSR value of 0.076, below the cutoff of 0.08 and suggests a reasonable match. This led to rejecting the null hypothesis (H0), which claimed that the employee hiring process has no significant effect on public servant performance.

Test of Hypothesis Three

H₀₃: Training & Development Practice do not have Significant Impact on the Performance Dimensions of Public Servants in Selected Government Agencies in Nigeria

The third hypothesis examined the influence of training and development on public servants' performance (commitment, efficiency, responsiveness, and goal attainment). A standardised questionnaire with a five-point Likert scale was used to gather data for all study variables. The five measures used for the training and development were part of a twenty-item set used to assess public servants' performance, i.e. commitment, efficiency, responsiveness, and goal attainment. The relationship between the variables was examined using the Partial Least Squares Structural Equation Modelling (PLS-SEM) technique. The standardised estimates of how training and development influence public servants' performance are hypothesised and shown in Figure 4.4. It is imperative to note that all items related to the training and development and public servants' performance exhibited factor loadings exceeding the minimum cutoff of 0.70, as depicted in Table 4.19.

Table 4.19: Factor Loading for Training and Development and Public Servants' Performance (Commitment, Efficiency, Responsiveness, and Goal Attainment).

Indicators	Factor Loading > 0.7	Composite Reliability ≥ 0.8	AVE ≥ 0.5	Cronbach's Alpha ≥ 0.7	No. of Indicators
Training & Development and Public Servants' Performance					
Training & Development	0.790	0.870	0.626	0.800	4
Public Servants' Performance					
Commitment	0.815	0.888	0.665	0.833	4
Efficiency	0.873	0.906	0.760	0.763	3
Responsiveness	0.780	0.862	0.611	0.791	4
Goal Attainment	0.868	0.924	0.754	0.891	4

Source: Field Result, 2024

Some scholars posited that the average variance extracted (AVE) should be greater than or equal to the minimum value of 0.50, factor loadings should be greater than or equal to 0.70, and composite reliability should be at least 0.80². Furthermore, the instruments must have a Cronbach's alpha coefficient of at least 0.70 to be considered reliable. The independent and dependent variables have values more than 0.80 and 0.70, respectively, as Table 4.19 depicts. The factor loading of all the constructs ranges from 0.780 to 0.873, indicating an acceptable level of reliability. The instrument is considered acceptable and reliable if the degree of fit meets the necessary requirements.

Evaluation of the Inner Structural Model

The path coefficients were used to assess the significance using the inner structural model. Bootstrapping becomes essential when determining the degree of importance in PLS-SEM. This study's default bootstrapping method made use of 5000 subsamples. The internal

structural model, displayed in Table 4.19 and shown in Figure 4.4, shows how training and development influenced public servants' performance (commitment, efficiency, responsiveness, and goal attainment)

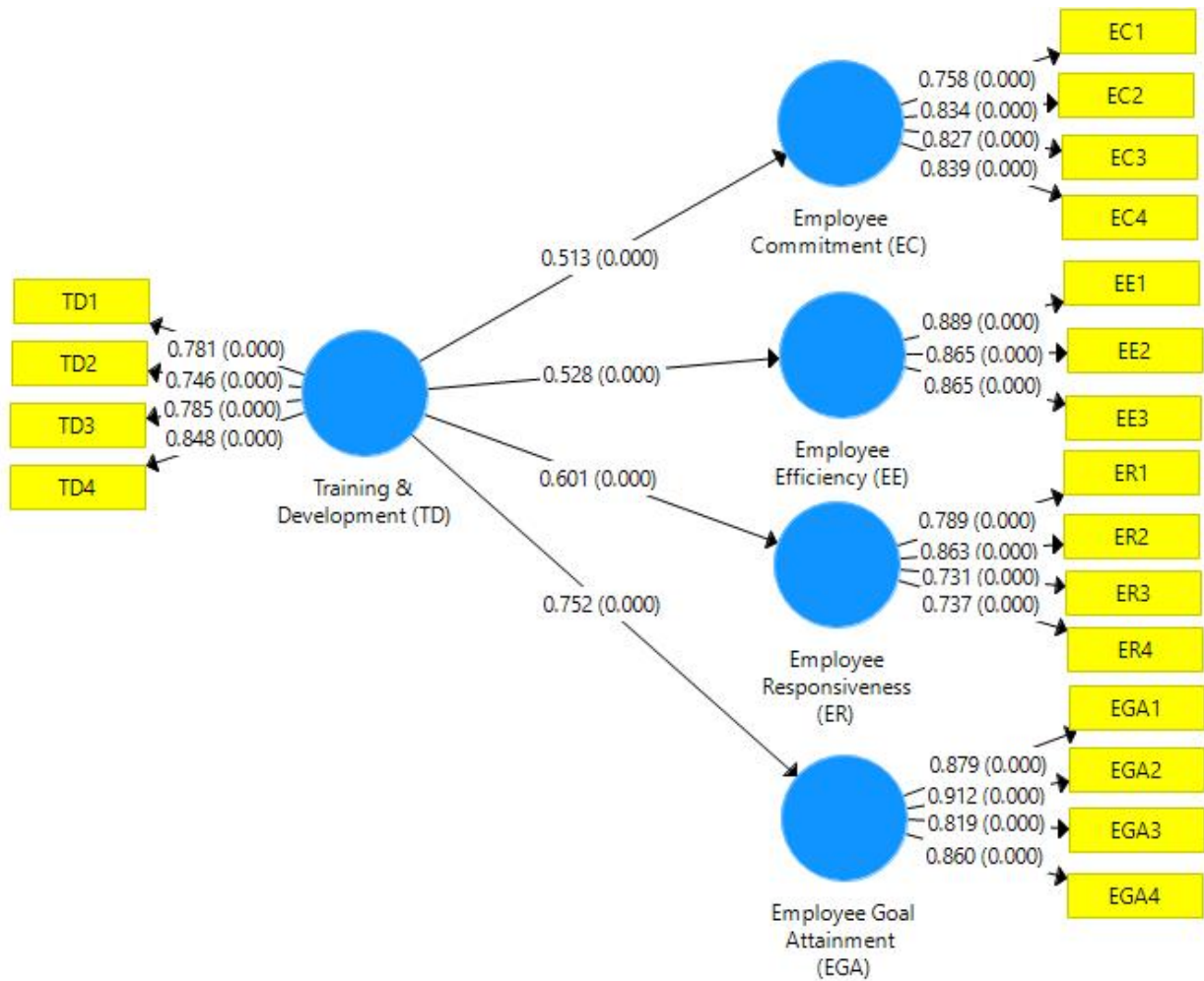


Figure 4.4: Path Co-efficient and P-values for Training & Development and Public Servants' Performance (Commitment, Efficiency, Responsiveness, and Goal Attainment)

Source: Field Result, 2024

As depicted in Table 4.20, this hypothesis anticipated that training and development significantly influence performance (commitment, efficiency, responsiveness, and goal attainment).

Table 4.20 Path Co-efficient for Training & Development and Public Servants' Performance

Variables and Cross Loading	Path Co-efficient	R²	Std. Dev	T-Statistics	P-value
Training & Development Employee Commitment	0.513	0.263	0.125	4.087	0.000
Training & Development Employee Efficiency	0.528	0.278	0.117	4.511	0.000
Training & Development Employee Goal Attainment	0.752	0.565	0.074	10.219	0.000
Training & Development Employee Responsiveness	0.601	0.362	0.105	5.726	0.000

Source: Field Result, 2024

Based on the path coefficients and bootstrapping at a significance level of 0.05, the analysis showed that all constructs had a meaningful relationship. The structural model revealed statistically significant path coefficients between the training & development and public servants' performance. It is also evident that every path coefficient is positive, signifying a positive relationship between training & development and public servants' performance.

The structural model revealed statistically significant path coefficients between training & development and employee commitment at ($\beta=0.531$, $T_{stat} = 4.087$, $p=.000$) with the R-square value of 0.263, which suggests that the 26.3% variance in employee commitment can be explained by training & development.

The findings also revealed that training & development significantly influences employee efficiency at ($\beta=0.528$, $T_{stat} = 4.511$, $p=.000$) with the R-square value of 0.278, which suggests that the 27.8% variance in employee efficiency can be explained by training & development.

In the same vein, the findings also revealed that training & development have a significant influence on employee goal attainment at ($\beta=0.725$, $T_{stat} = 10.219$ $p=.000$) with the R-square value of 0.565 which suggests 56.5% variance in employee goal attainment can be explained by training & development. It is equally important to note that training & development have a significant influence on employee responsiveness at ($\beta=0.601$, $T_{stat} = 5.726$; $p=.001$) with the R-square value of 0.362, which suggests 36.2% variance in employee responsiveness can be explained by training & development.

The Common Method Bias (CMB)

Common Method Bias (CMB) was evaluated by considering the structural and measurement models using collinearity statistics in the SEM-PLS tool. A VIF value of more than 3.3 indicates that the model contains common method bias. However, suppose all VIF values at the factor level, as established by a maximum collinearity test, are equal to or less than 3. In that case, common method bias may not affect the model. The variance for all variables in this study was 66.17%, as Table 4.21 indicates, while the variance for CMB was between 1.407 and 2.300.

Table 4.21: Common Method Bias for Training & Development and Public Servants' Performance.

S/N	Variables	VIF [<3]	Decision	Variance Factor in % [> 50%]
1	Training & Development	1.407	Free of CMB	66.17
2	Public Servants' Performance	2.300	Free of CMB	

Source: Field Result, 2024

Table 4.21 depicts that all VIF values for each measuring item and construct are subsequently less than 3 for training & development and public servants' performance (commitment, efficiency, responsiveness, and goal attainment). This shows that the hypothesis is free from any common method bias.

Evaluation of the Model Fitness

The relationship between training & development and public servants' performance components (commitment, efficiency, responsiveness, and goal accomplishment) has an SRMR value of 0.078, below the 0.08 criterion and indicates a satisfactory match. Similarly, a GFI value 0.925 indicates a satisfactory match since it exceeds the 0.9 threshold. Furthermore, the hypothetical model indicates an excellent match with a CMIN/DF value less than 3.

Metrics for incremental fit evaluate how well a model performs compared to a baseline model in which all variables are uncorrelated. Meeting the standard NFI cutoff criterion of 0.90 (0.929) for this study indicates that the research model is appropriate. Some scholars advocate using parsimony fit indices, such as the Parsimony Comparative Fit Index (PCFI) with a threshold of 0.50, to compare models and assess how well they fit samples from the same population. The CMIN/DF value of less than three, the RMSR value of 0.08 or less, and

the NFI, GFI, and CFI values exceeding 0.90 are the criteria for approving the model. The model fit indices presented in Table 4.22, including a relative Chi-square of 294.172, GFI of 0.925, CFI of 0.938, NFI of 0.929, and RMSR of 0.073, indicate a well-fitting model that meets the necessary conditions, as summarised in Table 4.22.

Table 4.22: Model Fit Index for Training & Development and Public Servants' Performance

Model Fit Index	Measures	Thresholds	Model values
Absolute Fit Index	The goodness of Fit Index (GFI)	≥ 0.90	0.925
	Chi-Square/DF	< 3.0	294.172
	Root Mean Square Residual (RMSR)	< 0.08	0.078
Incremental Fit Index	Comparative Fit Index (CFI)	≥ 0.90	0.938
	Normed Fit Index (NFI)	≥ 0.90	0.929
Parsimony Fit Index	Parsimony Comparative Index (PCFI)	≥ 0.50	0.624

Source: Field Result, 2024

Table 4.22 shows an RMSR value of 0.078, below the cutoff of 0.08, suggesting a reasonable match. This led to rejecting the null hypothesis (H_0), which claimed that training and development have no significant effect on public servant performance.

Test of Hypothesis Four

H_04 : Performance Appraisal Practice Plays no Significant Role on the Performance Dimensions of Public Servants in Selected Government Agencies in Nigeria

Hypothesis four investigated the influence of performance appraisal on public servants' performance (commitment, efficiency, responsiveness, and goal attainment). A standardised questionnaire with a five-point Likert scale was used to gather data for all study variables.

The five measures used for the performance appraisal were part of a twenty-item set used to assess public servants' performance, i.e. commitment, efficiency, responsiveness, and goal attainment. The relationship between the variables was examined using the Partial Least Squares Structural Equation Modelling (PLS-SEM) technique. The standardised estimates of how the performance appraisal influences public servants' performance are hypothesised and shown in Figure 4.5. It is imperative to note that all items related to the performance appraisal and public servants' performance exhibited factor loadings exceeding the minimum cutoff of 0.70, as depicted in Table 4.23.

Table 4.23: Factor Loading for Performance Appraisal and Public Servants' Performance (Commitment, Efficiency, Responsiveness, and Goal Attainment).

Indicators	Factor Loading > 0.7	Composite Reliability ≥ 0.8	AVE ≥ 0.5	Cronbach's Alpha ≥ 0.7	No. of Indicators
Performance Appraisal and Public Servants' Performance					
Performance Appraisal	0.749	0.865	0.562	0.805	5
Public Servants' Performance					
Commitment	0.815	0.887	0.662	0.833	4
Efficiency	0.873	0.902	0.755	0.763	3
Responsiveness	0.780	0.865	0.616	0.791	4
Goal Attainment	0.868	0.923	0.751	0.891	4

Source: Field Result, 2024

Some scholars posited that the average variance extracted (AVE) should be greater than or equal to the minimum value of 0.50, factor loadings should be greater than or equal to 0.70, and composite reliability should be at least 0.80¹. Furthermore, the instruments must have a Cronbach's alpha coefficient of at least 0.70 to be considered reliable. The independent and

dependent variables have values more than 0.80 and 0.70, respectively, as Table 4.23 depicts. The factor loading of all the constructs ranges from 0.749 to 0.873, indicating an acceptable level of reliability. The instrument is considered acceptable and reliable if the degree of fit meets the necessary requirements.

Evaluation of the Inner Structural Model

The path coefficients were used to assess the significance using the inner structural model. Bootstrapping becomes essential when determining the degree of importance in PLS-SEM. This study's default bootstrapping method made use of 5000 subsamples. The internal structural model, displayed in Table 4.24 and shown in Figure 4.5, shows how performance appraisal influenced public servants' performance (commitment, efficiency, responsiveness, and goal attainment)

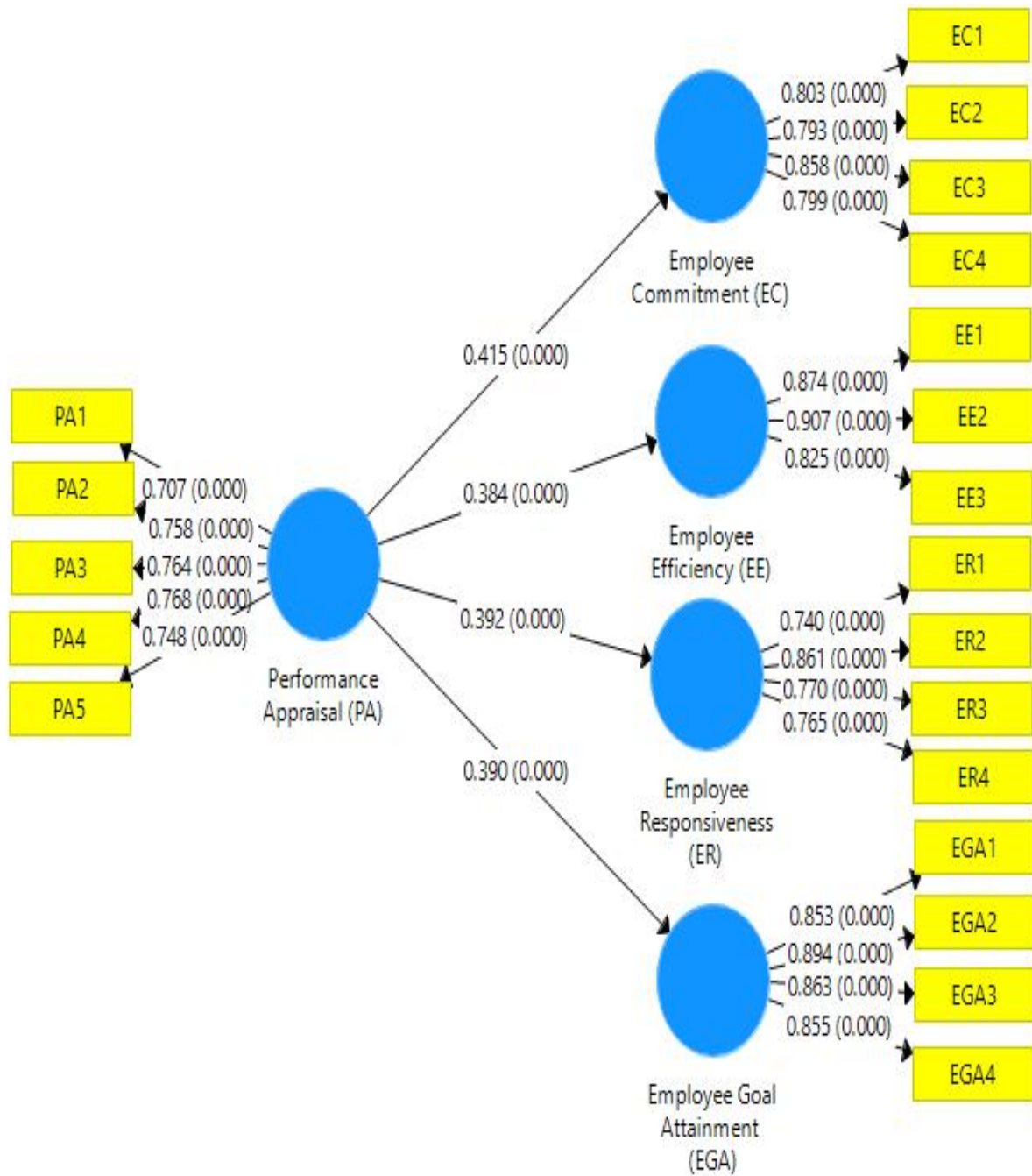


Figure 4.5: Path Co-efficient and P-values for Performance Appraisal and Public Servants' Performance (Commitment, Efficiency, Responsiveness, and Goal Attainment)

Source: Field Result, 2024

As depicted in Table 4.24, this hypothesis anticipated that performance (commitment, efficiency, responsiveness, and goal attainment) is significantly influenced by the performance appraisal.

Table 4.24: Path Co-efficient for Performance Appraisal and Public Servants' Performance

Variables and Cross Loading		Path Co-efficient	R ²	Std. Dev	T-Statistics	P-value
Performance	Appraisal →	0.415	0.173	0.075	5.507	0.000
Employee Commitment						
Performance	Appraisal →	0.384	0.148	0.096	4.003	0.000
Employee Efficiency						
Performance	Appraisal →	0.390	0.152	0.088	4.444	0.000
Employee Goal Attainment						
Performance	Appraisal →	0.392	0.153	0.104	3.762	0.000
Employee Responsiveness						

Source: Field Result, 2024

Based on the path coefficients and bootstrapping at a significance level of 0.05, the analysis showed that all constructs had a significant relationship, as depicted in Table 4.24. The structural model revealed statistically significant path coefficients between the performance appraisal and public servants' performance. It is also evident that every path coefficient is positive, signifying a positive relationship between performance appraisal and public servants' performance.

The structural model revealed statistically significant path coefficients between performance appraisal and employee commitment at ($\beta=0.415$, $T_{stat} = 5.507$, $p=.000$) with the R-square

value of 0.173, which suggests a 17.3% variance in employee commitment can be explained by performance appraisal.

The findings also revealed that performance appraisal significantly influences employee efficiency at ($\beta=0.384$, $T_{stat} = 4.003$, $p=.000$) with the R-square value of 0.148 which suggests that performance appraisal can explain 14.8% variance in employee efficiency.

In the same vein, the findings also revealed that performance appraisal has a significant influence on employee goal attainment at ($\beta=0.390$, $T_{stat} = 10.219$ $p=.000$) with the R-square value of 0.565, which suggests 56.5% variance in employee goal attainment can be explained by performance appraisal. It is equally important to note that performance appraisal significantly influences employee responsiveness at ($\beta=0.392$, $T_{stat} = 3.762$; $p=.001$) with the R-square value of 0.153 which suggests that performance appraisal can explain a 15.3% variance in employee responsiveness.

The Common Method Bias (CMB)

Common Method Bias (CMB) was evaluated by considering the structural and measurement models using collinearity statistics in the SEM-PLS tool. A VIF value of more than 3.3 indicates that the model contains common method bias. However, suppose all VIF values at the factor level, as established by a maximum collinearity test, are equal to or less than 3. In that case, common method bias may not affect the model. The variance for all variables in this study was 63.33%, as Table 4.25 indicates, while the variance for CMB was within the range of 1.571 and 2.412.

Table 4.25: Common Method Bias for Performance Appraisal and Public Servants' Performance.

S/N	Variables	VIF	Decision	Variance Factor in
		[<3]		% [> 50%]
1	Performance Appraisal	1.571	Free of CMB	63.33
2	Public Servants' Performance	2.412	Free of CMB	

Source: Field Result, 2024

Table 4.25 depicts that all VIF values for each measuring item and construct are subsequently less than 3 for performance appraisal and public servants' performance (commitment, efficiency, responsiveness, and goal attainment). This shows that the hypothesis is free from any common method bias.

Evaluation of the Model Fitness

The relationship between performance appraisal and public servants' performance components (commitment, efficiency, responsiveness, and goal accomplishment) has an SRMR value of 0.074, below the 0.08 criterion and indicates a satisfactory match. Similarly, a GFI value 0.927 indicates a satisfactory match since it exceeds the 0.9 threshold. Furthermore, the hypothetical model indicates an excellent match with a CMIN/DF value less than 3.

Metrics for incremental fit evaluate how well a model performs compared to a baseline model in which all variables are uncorrelated. Meeting the standard NFI cutoff criterion of 0.90 (0.931) for this study indicates that the research model is appropriate. Some scholars advocate using parsimony fit indices, such as the Parsimony Comparative Fit Index (PCFI) with a threshold of 0.50, to compare models and assess how well they fit samples from the

same population. The CMIN/DF value of less than three, the RMSR value of 0.08 or less, and the NFI, GFI, and CFI values exceeding 0.90 are the criteria for approving the model. The model fit indices presented in Table 4.25, including a relative Chi-square of 353.202, GFI of 0.927, CFI of 0.934, NFI of 0.931, and RMSR of 0.074, indicate a well-fitting model that meets the necessary conditions, as summarised in Table 4.26.

Table 4.26: Model Fit Index for Performance Appraisal and Public Servants' Performance

Model Fit Index	Measures	Thresholds	Model values
Absolute Fit Index	The goodness of Fit Index (GFI)	≥ 0.90	0.927
	Chi-Square/DF	< 3.0	353.202
	Root Mean Square Residual (RMSR)	< 0.08	0.074
Incremental Fit Index	Comparative Fit Index (CFI)	≥ 0.90	0.934
	Normed Fit Index (NFI)	≥ 0.90	0.931
Parsimony Fit Index	Parsimony Comparative Index (PCFI)	Fit ≥ 0.50	0.631

Source: Field Result, 2024

Table 4.26 shows an RMSR value of 0.074, below the cutoff of 0.08 and suggests a reasonable match. This led to rejecting the null hypothesis (H₀), which claimed that performance appraisal has no significant influence on public servants' performance.

Test of Hypothesis Five

H₀₅: Career Advancement does not Significantly affect Public Servants' Performance (Commitment, Efficiency, Responsiveness, and Goal Attainment).

Hypothesis five examined the influence of career advancement on public servants' performance (commitment, efficiency, responsiveness, and goal attainment). A standardised questionnaire with a five-point Likert scale was used to gather data for all study variables.

The five measures used for career advancement were part of a twenty-item set used to assess public servants' performance, i.e. commitment, efficiency, responsiveness, and goal attainment. The relationship between the variables was examined using the Partial Least Squares Structural Equation Modelling (PLS-SEM) technique. The standardised estimates of how career advancement influences public servants' performance are hypothesised and shown in Figure 4.6. It is imperative to note that all items related to career advancement and public servants' performance exhibited factor loadings exceeding the minimum cutoff of 0.70, as depicted in Table 4.27.

Table 4.27: Factor Loading for Career Advancement and Public Servants' Performance (Commitment, Efficiency, Responsiveness, and Goal Attainment).

Indicators	Factor Loading > 0.7	Composite Reliability ≥ 0.8	AVE ≥ 0.5	Cronbach's Alpha ≥ 0.7	No. of Indicators
Career Advancement and Public Servants' Performance					
career advancement	0.810	0.905	0.657	0.870	5
Public Servants' Performance					
Commitment	0.815	0.887	0.662	0.833	4
Efficiency	0.873	0.906	0.762	0.763	3
Responsiveness	0.780	0.859	0.605	0.791	4
Goal Attainment	0.868	0.924	0.753	0.891	4

Source: Field Result, 2024

The average variance extracted (AVE) is expected to be greater than or equal to the minimum value of 0.50, factor loadings should be greater than or equal to 0.70, and composite reliability should be at least 0.80. Furthermore, the instruments must have a Cronbach's alpha coefficient of at least 0.70 to be considered reliable. The independent and dependent variables have values more than 0.80 and 0.70, respectively, as Table 4.26 depicts. The factor loading of all the constructs ranges from 0.780 to 0.873, indicating an acceptable level of reliability.

The instrument is considered acceptable and reliable if the degree of fit meets the necessary requirements.

Evaluation of the Inner Structural Model

The path coefficients were used to assess the significance using the inner structural model. Bootstrapping becomes essential when determining the degree of importance in PLS-SEM. This study's default bootstrapping method made use of 5000 subsamples. The internal structural model, displayed in Table 4.26 and shown in Figure 4.6, shows how career advancement influenced public servants' performance (commitment, efficiency, responsiveness, and goal attainment)

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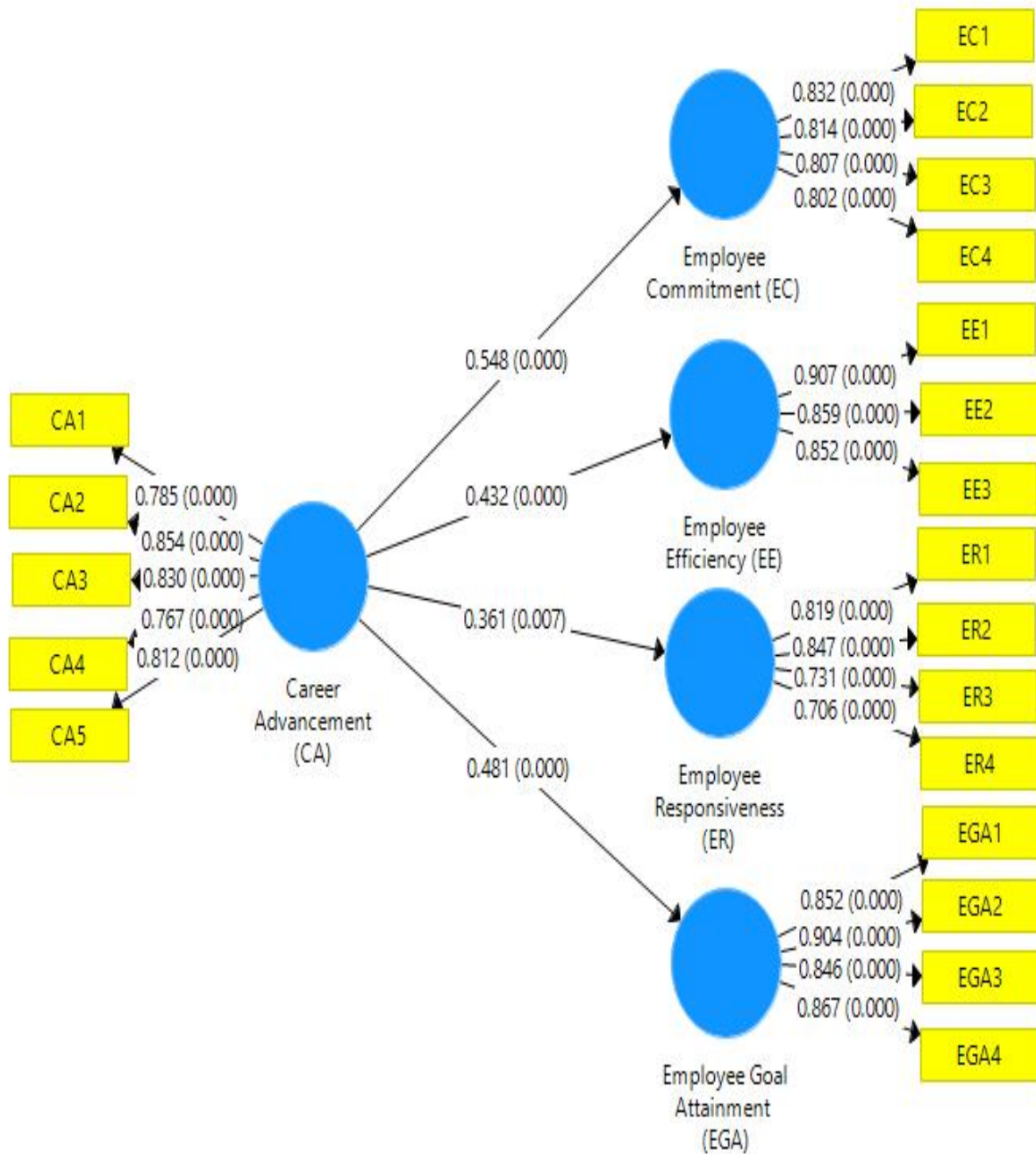


Figure 4.6: Path Co-efficient and P-values for Career Advancement and Public Servants' Performance (Commitment, Efficiency, Responsiveness, and Goal Attainment)

Source: Field Result, 2024

As depicted in Table 4.28, this hypothesis anticipated that career advancement significantly influences public servant's performance (commitment, efficiency, responsiveness, and goal attainment).

Table 4.28 Path Co-efficient for Career Advancement and Public Servants' Performance

Variables and Cross Loading	Path Co-efficient	R2	Std. Dev	T-Statistics	P-value
Career Advancement → Employee Commitment	0.548	0.301	0.085	6.452	0.000
Career Advancement → Employee Efficiency	0.432	0.187	0.113	3.834	0.000
Career Advancement → Employee Goal Attainment	0.481	0.232	0.112	4.309	0.000
Career Advancement → Employee Responsiveness	0.361	0.130	0.113	2.719	0.007

Source: Field Result, 2024

Based on the path coefficients and bootstrapping at a significance level of 0.05, the analysis showed that all constructs had a significant relationship, as depicted in Table 4.28. The structural model revealed statistically significant path coefficients between career advancement and public servants' performance. It is also evident that every path coefficient is positive, signifying a positive relationship between career advancement and public servants' performance.

The structural model revealed significant path coefficients between career advancement and employee commitment at ($\beta=0.548$, $T_{stat} = 6.452$, $p=.000$) with the R-square value of 0.301,

which suggests that career advancement can explain a 30.1% variance in employee commitment.

The findings also revealed that career advancement significantly influences employee efficiency at ($\beta=0.432$, $T_{stat} = 3.834$, $p=.000$) with the R-square value of 0.187, which suggests that the 18.7% variance in employee efficiency can be explained by career advancement.

Also, the findings revealed that career advancement significantly influences employee goal attainment at ($\beta=0.481$, $T_{stat} = 4.309$, $p=.000$) with the R-square value of 0.232, which suggests that career advancement can explain 23.2% variance in employee goal attainment. It is equally important to note that career advancement significantly influences employee responsiveness at ($\beta=0.361$, $T_{stat} = 2.719$; $p=.001$) with the R-square value of 0.130, which suggests that career advancement can explain a 13.0% variance in employee responsiveness.

The Common Method Bias (CMB)

Common Method Bias (CMB) was evaluated by considering the structural and measurement models using collinearity statistics in the SEM-PLS tool. A VIF value of more than 3.3 indicates that the model contains common method bias. However, suppose all VIF values at the factor level, as established by a maximum collinearity test, are equal to or less than 3. In that case, common method bias may not affect the model. The variance for all variables in this study was 67.42%, as Table 4.29 indicates, while the variance for CMB was within the range of 1.874 and 2.002.

Table 4.29: Common Method Bias for Career Advancement and Public Servants' Performance.

S/N	Variables	VIF	Decision	Variance Factor in
		[<3]		% [> 50%]
1	Career Advancement	1.874	Free of CMB	667.42
2	Public Servants' Performance	2.002	Free of CMB	

Source: Field Result, 2024

Table 4.29 depicts that all VIF values for each measuring item and construct are subsequently less than 3 for career advancement and public servants' performance (commitment, efficiency, responsiveness, and goal attainment). This shows that the hypothesis is free from any common method bias.

Evaluation of the Model Fitness

The relationship between career advancement and public servants' performance components (commitment, efficiency, responsiveness, and goal accomplishment) has an SRMR value of 0.071, below the 0.08 criterion and indicates a satisfactory match. Similarly, a GFI value 0.922 indicates a satisfactory match since it exceeds the 0.9 threshold. Furthermore, the hypothetical model indicates an excellent match with a CMIN/DF value less than 3.

Metrics for incremental fit evaluate how well a model performs compared to a baseline model in which all variables are uncorrelated. Meeting the standard NFI cutoff criterion of 0.90 (0.939) for this study indicates that the research model is appropriate. Some scholars advocate using parsimony fit indices, such as the Parsimony Comparative Fit Index (PCFI) with a threshold of 0.50, to compare models and assess how well they fit samples from the same population³. The CMIN/DF value of less than three, the RMSR value of 0.08 or less, and the NFI, GFI, and CFI values exceeding 0.90 are the criteria for approving the model. The model fit indices presented in Table 4.28, including a relative Chi-square of 365.844,

GFI of 0.922, CFI of 0.930, NFI of 0.939, and RMSR of 0.071, indicate a well-fitting model that meets the necessary conditions, as summarised in Table 4.30.

Table 4.30: Model Fit Index for Career Advancement and Public Servants' Performance

Model Fit Index	Measures	Thresholds	Model values
Absolute Fit Index	The goodness of Fit Index (GFI)	≥ 0.90	0.922
	Chi-Square/DF	< 3.0	365.844
	Root Mean Square Residual (RMSR)	< 0.08	0.071
Incremental Fit Index	Comparative Fit Index (CFI)	≥ 0.90	0.930
	Normed Fit Index (NFI)	≥ 0.90	0.939
Parsimony Fit Index	Parsimony Comparative Fit Index (PCFI)	≥ 0.50	0.631

Source: Field Result, 2024

Table 4.30 shows an RMSR value of 0.071, below the cutoff of 0.08 and suggests a reasonable match. This led to rejecting the null hypothesis (H_0), which claimed that career advancement does not significantly influence public servants' performance.

4.3 Discussion of Findings

4.3.1 Reward System and Public Servants' Performance

The first hypothesis examined the influence of the reward system on public servants' performance (commitment, efficiency, responsiveness, and goal attainment). The findings show that the reward system positively influences public servants' performance (commitment, efficiency, responsiveness, and goal attainment).

The finding that the reward system improves public servant performance across numerous dimensions—commitment, efficiency, responsiveness, and goal achievement—has important implications for public administration and organisational management. It proposes that well-designed compensation systems can successfully match employees' interests with organisational goals, resulting in increased dedication to the organisation's vision and objectives. Public sector organisations can drive employees to be more dedicated and devoted to their jobs by attaching success to concrete rewards such as bonuses, promotions, or recognition. This corroborates the findings of some scholars, who investigated how financial incentives affected workers' performance and motivation in Nigeria's public sector⁶. They noted a positive correlation between employee motivation, job satisfaction, and monetary incentives. This suggests that within public sector organisations, incentives may promote increases in productivity and resource usage. Reward systems can encourage a culture of outstanding performance and continuous improvement by recognising exceptional performance and encouraging people to perform at their highest levels. This will ultimately result in more effective service delivery and better use of public resources.

Furthermore, the discovery that the reward system had a beneficial effect on responsiveness raises the possibility that rewards could motivate public employees to connect with stakeholders and citizens in a more proactive and customer-focused manner. Public service organisations can increase public trust and satisfaction by identifying and rewarding responsiveness to citizen demands and concerns. This will ultimately lead to better outcomes

and increased efficacy in service delivery. In addition, the reward system's beneficial impact on goal achievement emphasises how crucial it is to match performance incentives with organisational goals and targets. Public service organisations can encourage staff to concentrate on strategic initiatives and priority areas by establishing clear goals and offering rewards for reaching them. This will improve the performance and effect of the organisation. This also aligns with the similar findings of some scholars. They investigated the impact of reward schemes on worker motivation and output in the Nigerian civil service. Although the results showed a favourable correlation between rewards and worker motivation, they also highlighted issues with the timely and adequate delivery of rewards as well as feelings of unfairness and partiality in their distribution. This implies that equity in administering rewards and recognition will foster productive behaviour among public servants.

Recognising any potential restrictions and concerns related to these findings is crucial. Although this study supports the positive effect of reward systems on public servants' performance, the precise structure and use of reward systems may differ depending on the organisational setting. Organisational culture, management style, and the type of public service work performed all impact how well reward systems work and how well employees behave and perform. Furthermore, a thorough assessment of the durability of performance gains brought about by reward schemes is necessary. Although rewards can improve performance in the short term, their long-term efficacy and how they affect the organisation's culture and morale necessitate constant observation and evaluation. It is also essential to consider the unforeseen effects of reward systems, which could encourage unethical behaviour or create a competitive rather than collaborative work environment. This supports some scholars submission^{7,8}. They noted that a reward system that could be more competitive

and fairly administered could demotivate the public servants, negatively affecting their engagement and performance.

The reward system has been shown to positively influence public workers' dedication, efficiency, responsiveness, and goal attainment, promising to improve public sector effectiveness. However, to completely harvest the benefits while minimising the potential adverse outcomes, a thorough understanding of the obstacles involved is essential. By deliberately integrating incentives and employing evidence-based techniques, public service organisations can achieve their goal of serving the public interest, increasing staff engagement, and improving performance.

4.3.2 Hiring Process and Public Servants' Performance

Hypothesis two explored the influence of the employee hiring process on public servants' performance- commitment, efficiency, responsiveness, and goal attainment. The findings show that the hiring process positively influences public servants' performance. Examining how the hiring process affects public servants' performance in terms of commitment, effectiveness, responsiveness, and goal achievement adds much to our knowledge of organisational dynamics in the public sector. The results show a significant relationship between public servant performance and the hiring process, emphasising the significance of efficient recruitment and selection procedures in fostering organisational success.

Recruitment and selection play a critical role in promoting organisational loyalty and dedication among employees, as evidenced by the fact that the hiring process favours public servants' commitment. This aligns with a similar study by some scholars^{6,9}. They established a relationship between efficient hiring procedures and worker satisfaction, emphasising the necessity of coordinating organisational objectives and values throughout the recruitment

phase. Also, the positive impact that hiring procedures have on the productivity of public employees highlights how crucial it is to match candidates' abilities and qualifications to job specifications throughout the recruitment and selection process. This supports similar research by scholars, who posited that effective hiring procedures can increase staff productivity and streamline the acquisition of talent, which would boost overall organisational efficiency¹⁰.

Appropriate hiring and selection procedures can improve public employees' ability to respond to organisational priorities and stakeholder demands. This corroborates similar findings by researchers, who have noted that public service organisations can enhance service delivery and responsiveness by choosing personnel with outstanding interpersonal abilities with all the stakeholders¹¹. The finding that the recruiting process has a positive relationship with public servants' goal attainment emphasises how crucial it is to match organisational and individual goals during recruitment and selection. To support goal achievement and organisational success, it becomes necessary to have clear performance expectations and goal alignment. Recruitment and selection have a crucial role in determining organisational results in the public sector, as evidenced by the conclusion that the recruiting process could foster improved public servants' commitment, efficiency, responsiveness, and goal attainment performance.

4.3.3 Training & Development and Public Servants' Performance

The third hypothesis examined the influence of training and development on public servants' commitment, efficiency, responsiveness, and goal attainment. The findings show that training and development positively influence public servants' performance.

Investigating how training and development affect public employees' performance in terms of dedication, effectiveness, responsiveness, and goal achievement is a crucial question in Nigerian public administration. The findings indicate a positive correlation between public servants' performance and training and development programmes, emphasising the importance of giving human capital investment top priority to support organisational efficacy in the Nigerian public sector. Research findings by some scholars, who highlight the importance of continuous learning in promoting employee engagement and commitment to organisational goals, are consistent with the empirical evidence that training and development interventions have a positive impact on public servants' diligence^{11,12}.

Another implication of this finding is that efforts in training and development help public servants achieve their goals by making it easier for them to acquire the skills and competencies needed to meet performance targets and organisational objectives. This supports the similar findings by scholars, who note that the positive influence of training and development initiatives could foster public servants' productivity and performance, emphasising the improvement of skill sets and competencies that are essential for maximising worker performance¹³. The importance of training and development programmes in improving public servants' responsiveness to changing stakeholder needs and organisational difficulties has been identified by scholars, emphasising the need to supply staff with up-to-date knowledge and skills¹³.

Information gathered from existing studies supports the argument that training and development in terms of commitment, efficiency, responsiveness, and goal attainment positively impact public workers' performance. This emphasises how crucial it is to make strategic investments in programmes for the development of human capital that are suited to the requirements and difficulties faced by the Nigerian public sector. Further research is

necessary to advance evidence-based approaches in training and development strategies to improve organisational performance and public service delivery in Nigeria, relying on the perspectives of Nigerian scholars and contextual factors¹⁴.

4.3.4 Performance Appraisal and Public Servants' Performance

Hypothesis four explored the influence of performance appraisal on public servants' performance, i.e. commitment, efficiency, responsiveness, and goal attainment. The findings show that performance appraisal positively influences public servants' performance. The study of the impact of performance appraisal on public servants' performance, including dedication, efficiency, responsiveness, and goal achievement, is an essential endeavour in the public sector. The findings, which show a positive relationship between performance appraisal and public servant performance, highlight the need to implement efficient performance management systems to improve organisational effectiveness in the public sector.

Performance appraisal improves public servants' commitment by offering feedback and acknowledgement, increasing employee engagement and dedication. Performance feedback plays a crucial role in maintaining organisational principles and inspiring public servants to align with public service goals, ensuring the success of public service. This aligns with scholarly findings, the scholars discovered that performance appraisal improves public servant efficiency and commitment by providing a framework for defining performance objectives and assessing outcomes^{12,14}. Also, some scholars emphasised the importance of performance appraisal in finding areas for development and increasing employee productivity¹³.

Effective performance appraisal systems help public officials respond to stakeholder needs and organisational goals. The finding supports a similar finding by scholars, who noted how these methods promote continuous improvement and increase service delivery quality by providing timely feedback and performance assessments¹⁵. Besides, performance appraisal improves public servants' goal achievement by matching individual performance objectives with organisational targets. This implies that performance feedback and goal-setting procedures built into performance evaluation systems help to clarify goals and synchronise performance.

Performance appraisal could positively impact public servants' commitment, efficiency, responsiveness, engagement and goal attainment. This emphasises the need to develop efficient performance assessment systems to improve organisational effectiveness and achieve desired goals in the public sector.

4.3.5 Career Advancement and Public Servants' Performance

Hypothesis five investigates the relationship between career advancement and public servant performance, providing insight into a crucial component of organisational dynamics in the public sector. The finding suggests that career advancement drives increased commitment, efficiency, responsiveness, and goal achievement among public workers. This also implies that career advancement is a powerful motivator in the public sector workforce. Individuals who see opportunities for advancement within their organisation are more likely to devote more time and effort to their jobs. This increased commitment not only promotes job satisfaction but also leads to tangible performance increases. This aligns with similar findings by scholars¹⁶. They noted that career advancement fosters a culture of increased responsiveness in public sector organisations. As people grow in their professions, they have a better grasp of organisational demands and a greater sense of accountability. As a result,

they are more likely to address difficulties proactively and adapt swiftly to changing circumstances, thus increasing total organisational agility.

The study emphasises the practical effects of career development on the efficiency of public employees. As people go up the career ladder, they gain vital experience, improve their talents, and take on more responsibility. This progress results in a workforce capable of doing their jobs accurately and efficiently. Also, the findings indicate that career advancement fosters a culture of increased responsiveness inside public-sector organisations. As people grow in their professions, they have a better grasp of organisational demands and a stronger sense of responsibility. As a result, they are more likely to address difficulties proactively and respond quickly to changing circumstances, increasing overall organisational agility.

The study sheds light on the mutually beneficial relationship between career development and goal achievement among public employees. When people see growth opportunities, they are more likely to establish lofty objectives for themselves and pursue them with zeal and dedication. This congruence between personal goals and organisational objectives is a potent motivator for producing accurate results and driving organisational success. The study emphasises the importance of career development in determining the performance environment in the public sector. Organisations and policymakers can develop a highly motivated workforce that is efficient and genuinely devoted to advancing the public good by recognising and capitalising on the transformative potential of career advancement. As a result, prioritising career progression initiatives is a critical step towards cultivating an excellence culture and achieving significant change in public sector organisations.

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Chapter Five

Conclusion

This chapter provides a summary of findings, conclusions and recommendations for further research. The chapter also discusses the implications of the research and its contributions to the body of knowledge.

5.1 Summary of Findings

The primary aim of this study was to investigate the relationship between human capital management practices and the performance of public servants in government agencies in Nigeria. Five research questions were formed to achieve the study's objective, which collectively contributed to achieving the overall objective. Research questions were crafted and transformed into hypothesis statements to guide this study. How the research questions were answered is presented below.

The first research question focused on reward systems influencing public servant performance in commitment, efficiency, responsiveness, and goal attainment. This research question was answered in the data analysis presented in chapter four of this study. The first finding confirmed that the reward system significantly influences public servant performance, i.e. commitment, efficiency, responsiveness, and goal attainment. The finding was extensively discussed in the discussion section of chapter four of this study.

It is imperative also to note that the second research question concentrated on the effect of the hiring process on public servant performance, i.e. commitment, efficiency, responsiveness, and goal attainment. With careful investigation, it was determined that the hiring process significantly and favourably impacts public employees' performance. In particular, the results

revealed a relationship between the hiring procedure and several aspects of public servant performance, such as responsiveness, efficiency, commitment, and goal achievement. This finding highlights how crucial the hiring process is to the development and efficacy of public sector workers, underscoring its significance for service delivery and organisational success.

Meanwhile, the third research question explored the influence of training and development on public servant performance, i.e. commitment, efficiency, responsiveness, and goal attainment. This question was also answered and discussed in chapter four of this study. The findings revealed that training and development have a considerable relationship with public servant performance. The fourth hypothesis focused on how performance appraisals affect public servant performance, a subject that was thoroughly examined in the thesis's fourth chapter. After an extensive statistical analysis, the research question was finally answered, revealing that performance appraisals significantly affect public servants' performance. These results highlight how crucial performance evaluation processes are in determining and maximising the efficacy of workers in the public sector.

In a related development, hypothesis five examined the impact of career promotion on the performance of public servants. As discussed in more detail in Chapter Four, the study found substantial proof that career advancement significantly affected public servant performance. This discovery emphasises how crucial organised career advancement routes are for empowering and inspiring public sector workers and improving organisational performance and service delivery.

When the conclusions drawn from the data analysis were finalised and verified against previous studies, the results were further investigated about pertinent theoretical frameworks such as Herzberg's Two-Factor Theory, Equity Theory, and Human Capital Theory. This analytical method provided a detailed grasp of the underlying mechanisms at work and

allowed for a thorough investigation of the ramifications of the findings. The Human Capital Theory has been significant in elucidating the impact of staff development and skill acquisition investments on performance results. Equity theory provided a valuable lens for understanding how perceptions of justice and fairness affect worker motivation and output. To further enhance our understanding of performance determinants, Herzberg's Two-Factor Theory allowed for a more thorough investigation of the variables affecting employee satisfaction and dissatisfaction. Including these well-established theories in the analysis yielded an exhaustive grasp of the research findings. This strengthened the theoretical foundation and produced insightful information about the dynamics of public servant performance.

Meanwhile, the study also used structural equation modelling to analyse the five formulated hypotheses derived from the specific research objectives and questions. The results of the findings were extensively presented and discussed in chapter four of this study. Also, the conclusion, recommendations, limitations, and suggestions for further research were explained in the last chapter of this thesis.

5.2 Conclusion

The study discovered that reward systems positively affect public servants' performance within the public sector. A performance-based reward system can encourage public servants to increase output, coordinate their efforts with company objectives, and eventually provide improved services.

Based on the critical role that hiring processes play in determining organisational performance in the public sector, the study concludes that the hiring process for new employees positively impacts public servants' performance in terms of commitment,

efficiency, responsiveness, and goal achievement. This study stresses the need to strategically invest in hiring practices that prioritise skill-to-role fit, alignment with organisational values, and explicit goal setting from the start.

The empirical evidence from studies highlights the revolutionary effect that training and development programmes have on the performance of public officials in the Nigerian public sector. Strategic investments in human capital development are essential for organisational efficacy and service delivery excellence since training and development have a beneficial impact on characteristics like commitment, efficiency, responsiveness, and goal attainment. This underlines how important it is for organisational leaders and legislators to give ongoing learning opportunities catered to the unique requirements of public employees as a top priority. Nigeria can unleash the full potential of its public sector workers and propel sustainable development and socio-economic objectives by promoting a culture of lifelong learning and skill building.

The findings suggest that performance appraisal positively affects public servants' performance and emphasises the need for effective performance management systems in the public sector. Performance assessment is essential for organisational effectiveness because it provides feedback, fosters commitment, increases efficiency, promotes responsiveness, and facilitates goal achievement. These findings highlight the significance of scientific performance management approaches specific to the Nigerian public sector situation. Utilising these insights can result in enhanced service delivery, organisational performance, and, consequently, better outcomes for citizens and stakeholders.

The study concludes that possibilities for career advancement enhance organisational agility and alignment with strategic objectives by encouraging commitment, efficiency, and goal

attainment. Career advancement strategies are crucial to developing a highly motivated, practical, and goal-oriented staff that supports long-term public sector organisational success.

5.3 Recommendations

The following are the recommendations based on the specific research questions and hypotheses formulated to guide this study:

- i. It is recommended that public service agencies should invest in the development and implementation of transparent, merit-based reward systems, given the conclusion that reward systems have a favourable impact on public servants' performance. Organisations can improve employee motivation, engagement, and work satisfaction by tying rewards to quantifiable performance outcomes and allocating them equitably based on verified outstanding achievements. Also, giving employees clear expectations and growth opportunities through frequent performance reviews and feedback methods integrated into the incentive system helps strengthen the organisation's performance culture.
- ii. Public service agencies should prioritise recruiting and selection procedures since they positively affect public workers' performance. This means giving recruiting departments and units periodic training in addition to improving the hiring process's transparency, equity, and effectiveness. By doing this, organisations may develop a highly productive workforce that aligns with their objectives and is more suited to meet the needs of stakeholders and citizens.
- iii. A well-reasoned recommendation arises from the vital data showing the positive influence of training and development on public employees' performance in the Nigerian public sector: Establishing broad, customised training programmes ought to

be a strategic top priority for public sector organisations. These programmes aim to improve employees' knowledge, abilities, and skill sets about their roles and the organisation's goals. In addition, it is critical to maintain a solid commitment to providing chances for ongoing learning that keeps up with new developments in technology, emerging trends, and changing stakeholder needs.

- iv. Nigerian public-sector organisations should continue to prioritise implementing transparent performance management systems. This includes developing clear performance measures that relate to organisational goals, delivering regular and constructive feedback to staff, and creating opportunities for skill development and career advancement based on performance reviews. Furthermore, building a continuous growth and responsibility culture through performance appraisal can improve organisational effectiveness and public servants' motivation.
- v. It is recommended that the public service or its agencies put in place an effective career advancement programme suited to the requirements of the public sector. Talent can be unlocked, encouraging creativity and propelling greatness by providing clear growth pathways, guidance, and rewards. In doing so, the public sector is positioned as a source of influence and opportunity.

5.4 Contribution to Knowledge

The study's conclusions significantly advance our knowledge of the variables affecting public employees' performance, particularly regarding commitment, effectiveness, responsiveness, and goal achievement.

First and foremost, the study highlights the critical function of organisational procedures and guidelines, including hiring practices, career progression chances, training and

development programmes, performance rating systems, and employee reward programmes. Together, these elements influence how well public employees perform in various ways.

The study highlights the significance of adopting comprehensive human resource management methods in the public sector by showcasing the noteworthy influence of various organisational processes. It emphasises the necessity of solid performance evaluation systems, efficient hiring procedures, thorough training and development programmes, well-designed incentive structures, and obvious career advancement routes.

The study provides important insights for policymakers and practitioners by revealing the relationship between these organisational characteristics and public servant performance through rigorous analysis. Public sector organisations can effectively improve employee engagement, productivity, and, ultimately, the provision of public services by recognising the dynamics at play and putting evidence-based strategies into practice.

This study developed a Human Capital Management Practices and Public Servants Performance (HCMP-PSP) model which integrated the human capital management practices dimensions- reward system, hiring process, training and development, performance appraisal and career advancement with public servant performance dimensions, i.e. commitment, efficiency, responsiveness and goal attainment for public service as depicted in Figure 5.1

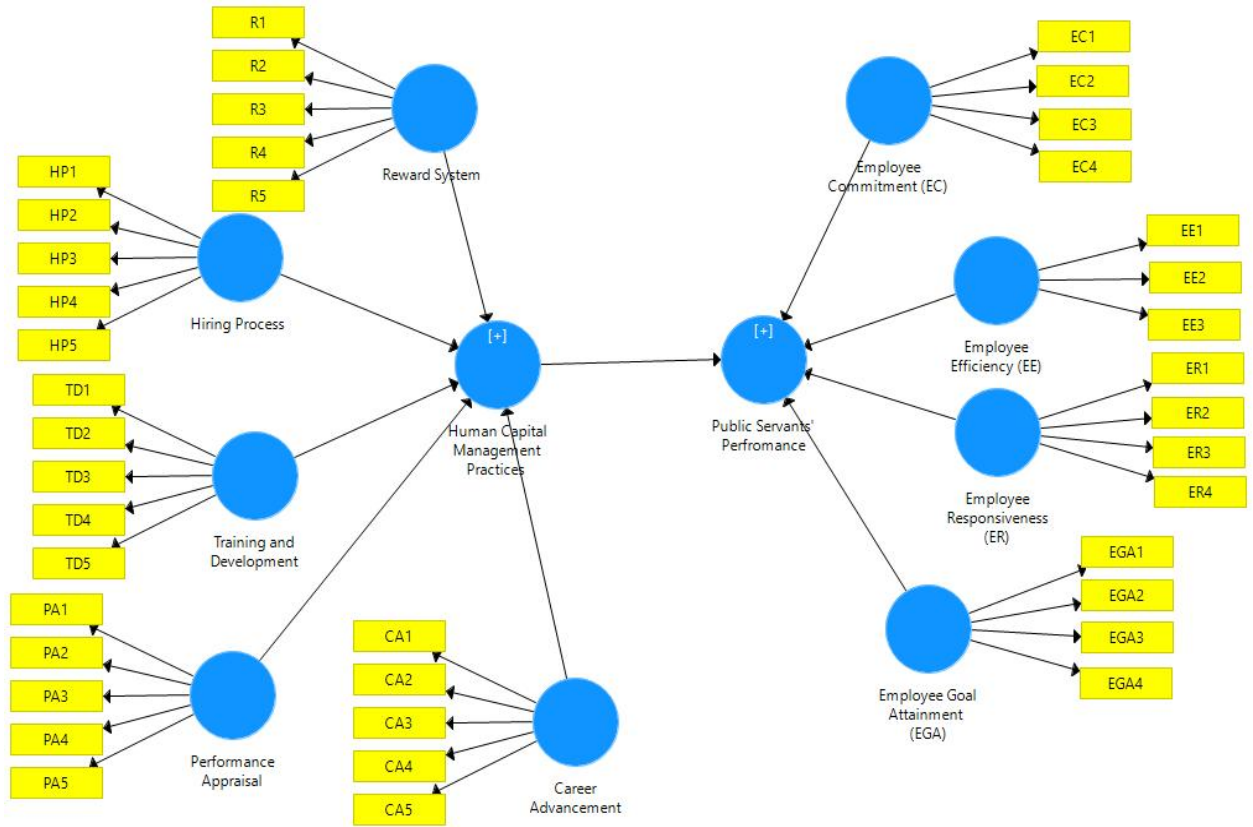


Figure 5.1: HCMP-PSP Model

Source: Field Result, 2024

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5.5 Suggestions for Further Studies

- i. A mixed-methods strategy incorporating questionnaire surveys and interviews could be advantageous for future research as it would improve data quality and provide a broader understanding of the experiences and opinions of the target audience. By capturing subtleties and contextual information that quantitative surveys could miss, qualitative interviews help to enhance the research findings.
- ii. Future research should include controls to overcome possible biases in self-report data. To reduce the effects of social desirability and standard method biases and improve the validity and dependability of the results, it can be helpful to use different data-gathering approaches, such as observational studies or third-party reviews.
- iii. Further investigations should also introduce moderating variables to examine whether the intervening variable will reinforce the relationship between HCM practices and public servants' performance in the public service work environment. Studies can improve the relevance and applicability of study findings by integrating a more comprehensive range of moderating variables.

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Appendix I

Questionnaire

Lead City University, Ibadan

Faculty of Management & Social Sciences

Department of Management & Accounting

I am undergoing a Doctor of Philosophy course in Business Administration (Human resources management) under the Faculty of Management and Social Sciences, Department of Management and Accounting, Lead City University. I must research "Human Capital Management Practices and Employee Performance of Selected Government Agencies Nigeria" to fulfil the completion of this academic programme. Therefore, this instrument is designed for this study to investigate "Human Capital Management and Employee Performance of Selected Government Agencies Nigeria." Please respond to it with the utmost sincerity. Your responses will be treated with utmost confidentiality.

Thank you for your assistance.

Regards,

Uchechukwu Sampson OGAH

Researcher

Section A. Demographic Information

Please indicate by ticking (√) in the box provided against each question below how each of the following applies to you.

1. Gender: Male () Female ()
2. Marital Status: Married () Single () Others ()
3. Age: 25-30 () 31-35 () 36-40 () 41-45 () 46-50 () 51 & above ()
4. Years of Service: 0 – 10 (), 11 – 20 (), 21years and above ()
5. Highest Educational Qualification: Lower Qualification () Bachelor's Degree ()
Master's Degree () PhD ()

Section B. Human Capital Management Practices

Instruction: Please tick (√) as appropriate how each of the following applies to you. To what extent does your organisation execute the following?

Where: **SA**= Strongly Agree, **A**= Agree, **U**= Undecided, **D**= Disagree, **SD**= Strongly Disagree

Human Capital Management Practices

	Reward	SA	A	U	D	SD
1	The rewards offered by our organisation are fair and equitable.					
2	The rewards provided by our organisation motivate me to perform.					
3	The rewards the public service offers align with my values and motivations.					
4	Public service rewards contribute to my positive work					

	culture.					
5	The process for determining and distributing rewards is transparent and merit-based.					
	Hiring Process	SA	A	U	D	SD
1	My job description provides a clear understanding of my job responsibilities and requirements.					
2	The hiring process in the civil service identifies candidates who can perform their roles efficiently.					
3	My job role aligns well with my skills and qualifications.					
4	The recruitment process is fair.					
5	Only qualified candidates are usually employed in the civil service.					
	Training and Development					
1	I have received adequate training support to perform my duties effectively.					
2	I have access to various training opportunities to enhance my public servant skills.					
3	I receive adequate support and resources to apply what I have learned from training sessions to my work.					
4	I have learning goals designed to enhance my current work assignment and to prepare me for future positions.					
5	The public service encourages continuous learning and professional development.					
	Performance Appraisal					

1	I receive regular feedback on my performance throughout the performance appraisal period.					
2	Performance criteria and expectations are communicated.					
3	The performance appraisal process helps me to identify areas for my performance improvement.					
4	The performance appraisal is conducted fairly and objectively, without bias or favouritism.					
5	Based on my experience with performance appraisal contributes to improving my service delivery.					
	Career Advancement					
1	There are opportunities for career development and advancement in the public service.					
2	I know of career advancement opportunities in public service.					
3	The civil service provides clear criteria for promotion.					
4	Promotion decisions are made based on merit and performance.					
5	I am optimistic about my future growth and progression within the public service.					
Public Servant Performance						
	Employee Commitment					
1	I am willing to exert extra effort to contribute to the success of my ministry/parastatal as a public servant.					
2	I am proud to be a public servant.					
3	I am satisfied with the support and resources provided to me					

	to perform my duties effectively.					
4	I am willing to stay in the service till retirement.					
	Employee Efficiency					
1	I am adequately equipped with the necessary tools and resources to perform my duties efficiently as a public servant.					
2	I receive clear and specific instructions on tasks and responsibilities, which helps me work efficiently as a public servant.					
3	I can manage my time effectively to accomplish tasks and meet deadlines.					
4	There are opportunities for automation of tasks to improve efficiency.					
	Employee Responsiveness					
1	I actively seek solutions and assist in resolving issues raised while performing my official assignments.					
2	I demonstrate a sense of urgency in addressing work-related matters and meeting deadlines.					
3	I take ownership of my responsibilities and strive for excellence in my job roles.					
4	I effectively manage my workload and resources to maximise efficiency.					
	Employee Goal Attainment					
1	I am aware of the goals set for me.					
2	I receive sufficient support to help me achieve my public					

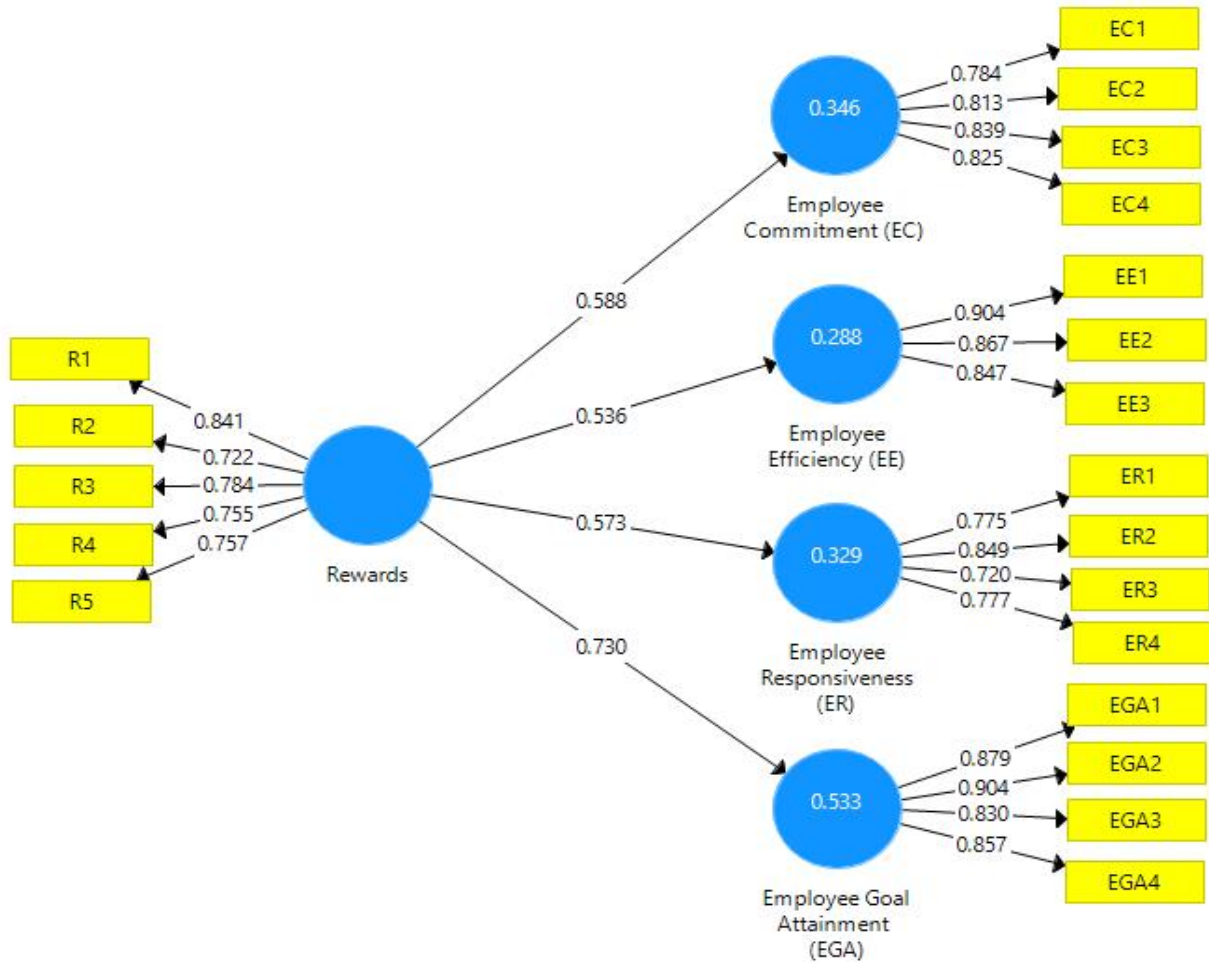
	service goals.					
3	I proactively seek guidance when faced with challenges that may hinder goal attainment.					
4	I can adapt and adjust my goals to align with changing priorities.					

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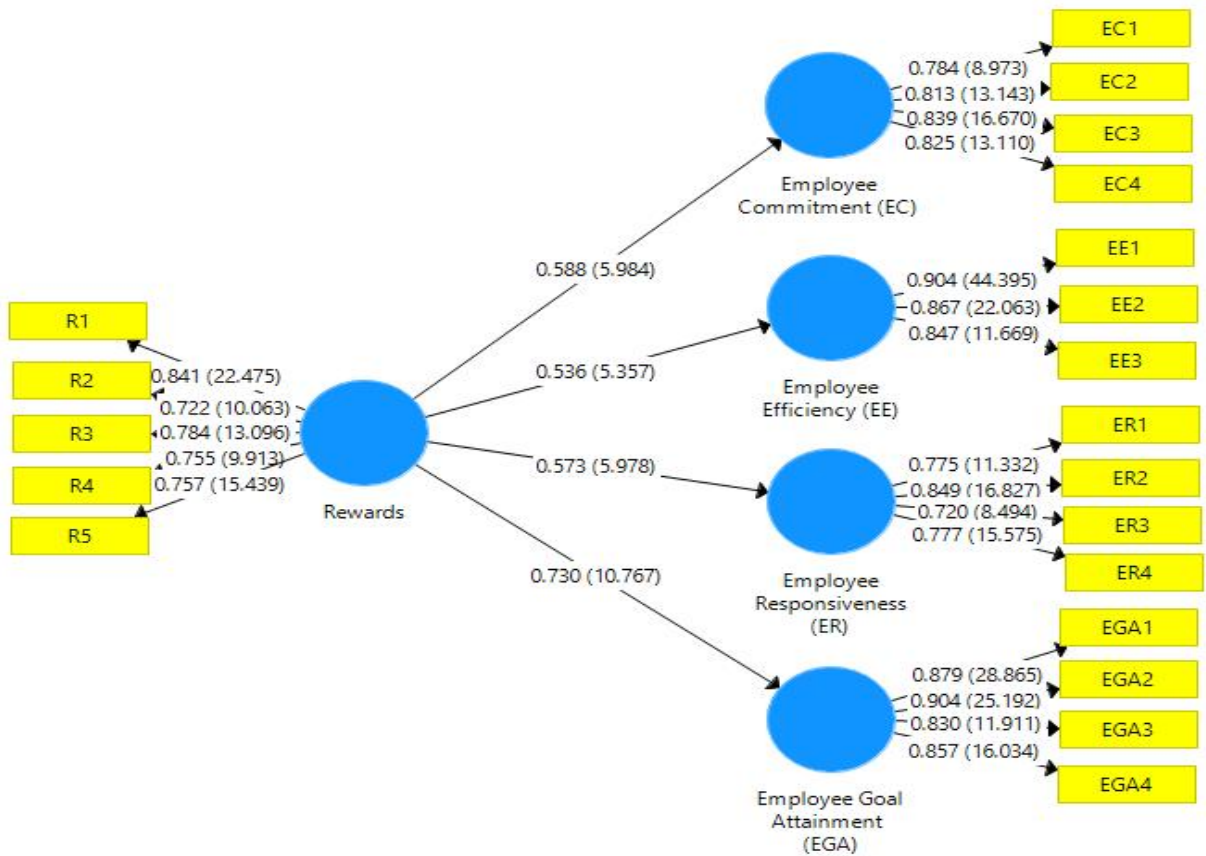
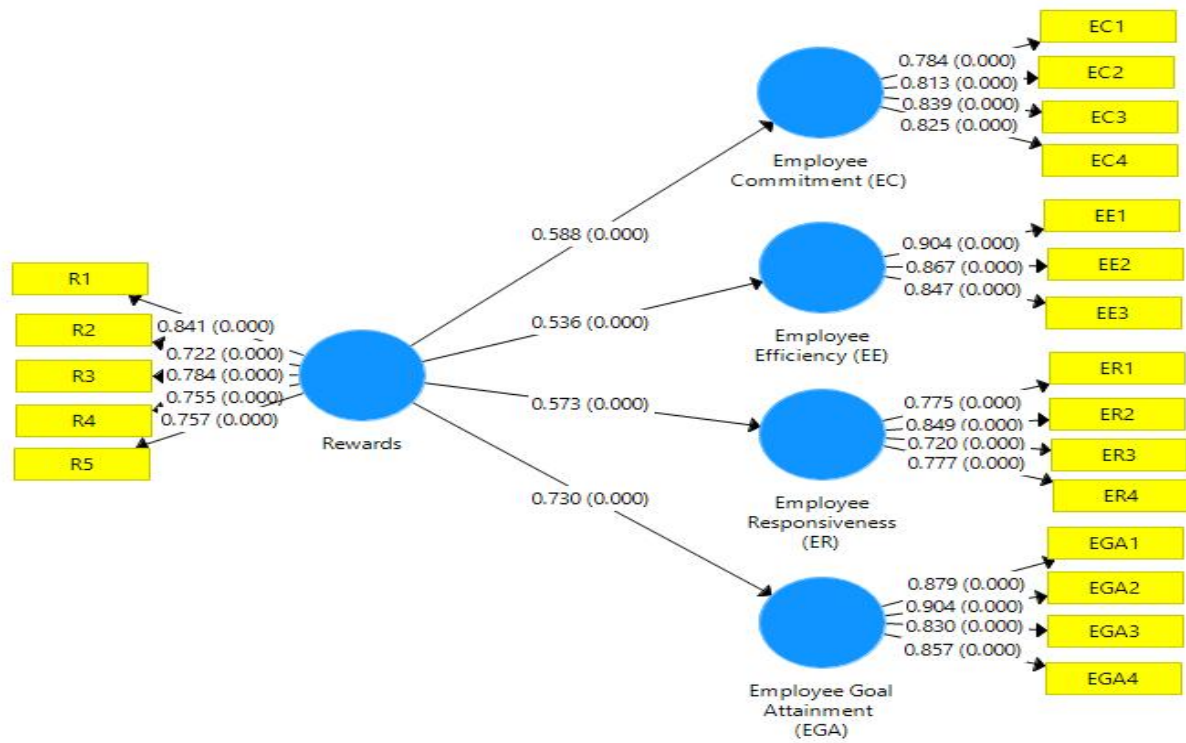
Appendix II

Data Output

Hypothesis One Raw Analysis



Lead City



R Square

Matrix	R Square	R Square Adjusted
	R Square	R Square Adjusted
Employee Com...	0.346	0.339
Employee Effici...	0.288	0.280
Employee Goal...	0.533	0.528
Employee Resp...	0.329	0.322

f Square

Matrix	f Square	Copy to Clipboard			
	Employee Co...	Employee Effic...	Employee Goal...	Employee Res...	Rewards
Employee Commitment (EC)					
Employee Efficiency (EE)					
Employee Goal Attainment					
Employee Responsiveness (ER)					
Rewards	0.529	0.404	1.142	0.490	

Construct Reliability and Validity

Matrix	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted
	Cronbach's Al...	rho_A	Composite Rel...	Average Varian...
Employee Commitment (EC)	0.833	0.839	0.888	0.665
Employee Efficiency (EE)	0.844	0.856	0.906	0.762
Employee Goal Attainment	0.891	0.894	0.924	0.754
Employee Responsiveness (ER)	0.791	0.805	0.862	0.611
Rewards	0.831	0.843	0.881	0.597

Discriminant Validity

	Employee Co...	Employee Effic...	Employee Goal...	Employee Res...	Rewards
Employee Commitment (EC)					
Employee Efficiency (EE)	0.641				
Employee Goal Attainment	0.709	0.730			
Employee Responsiveness (ER)	0.847	0.724	0.729		
Rewards	0.695	0.622	0.836	0.677	

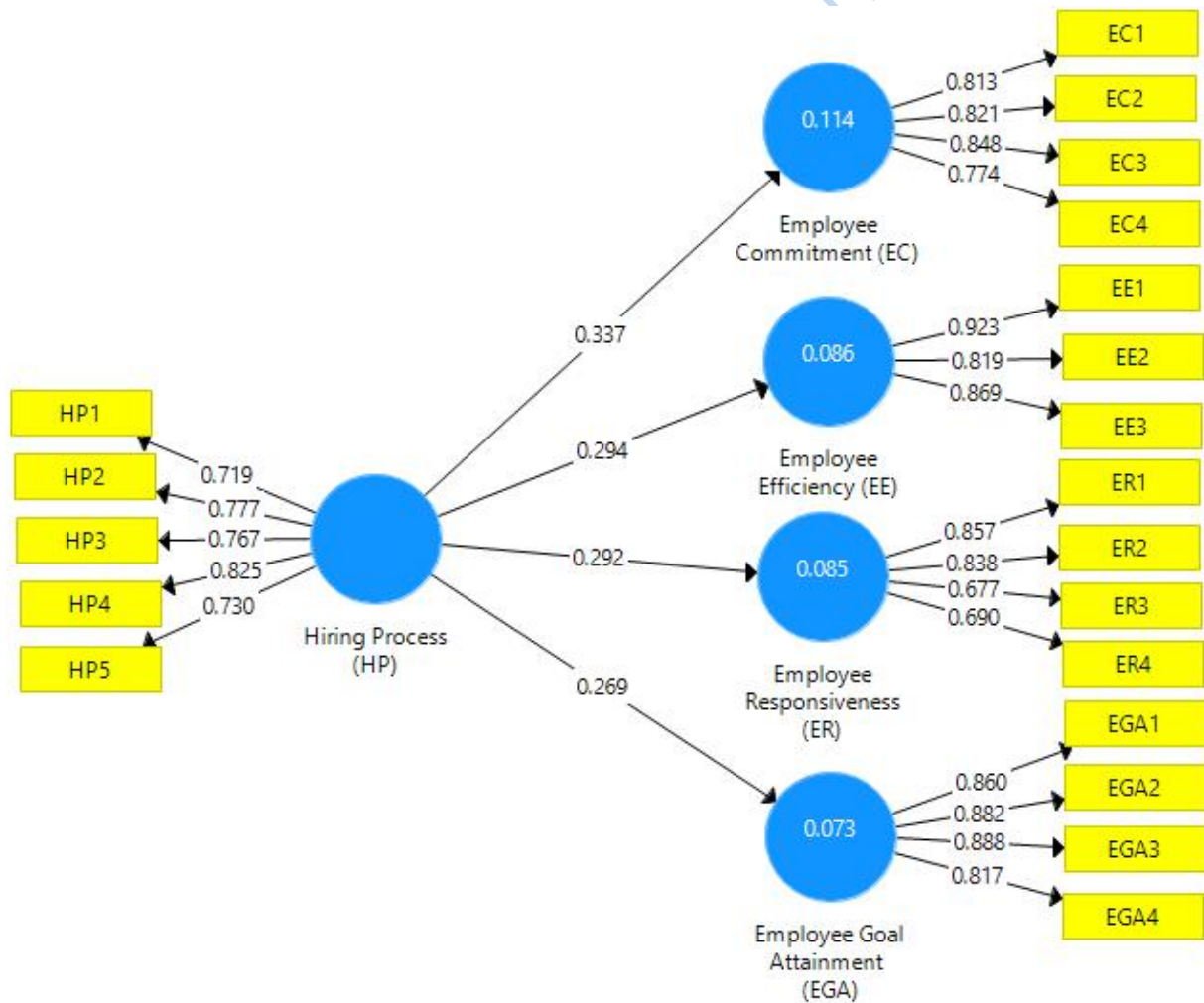
Construct Crossvalidated Redundancy

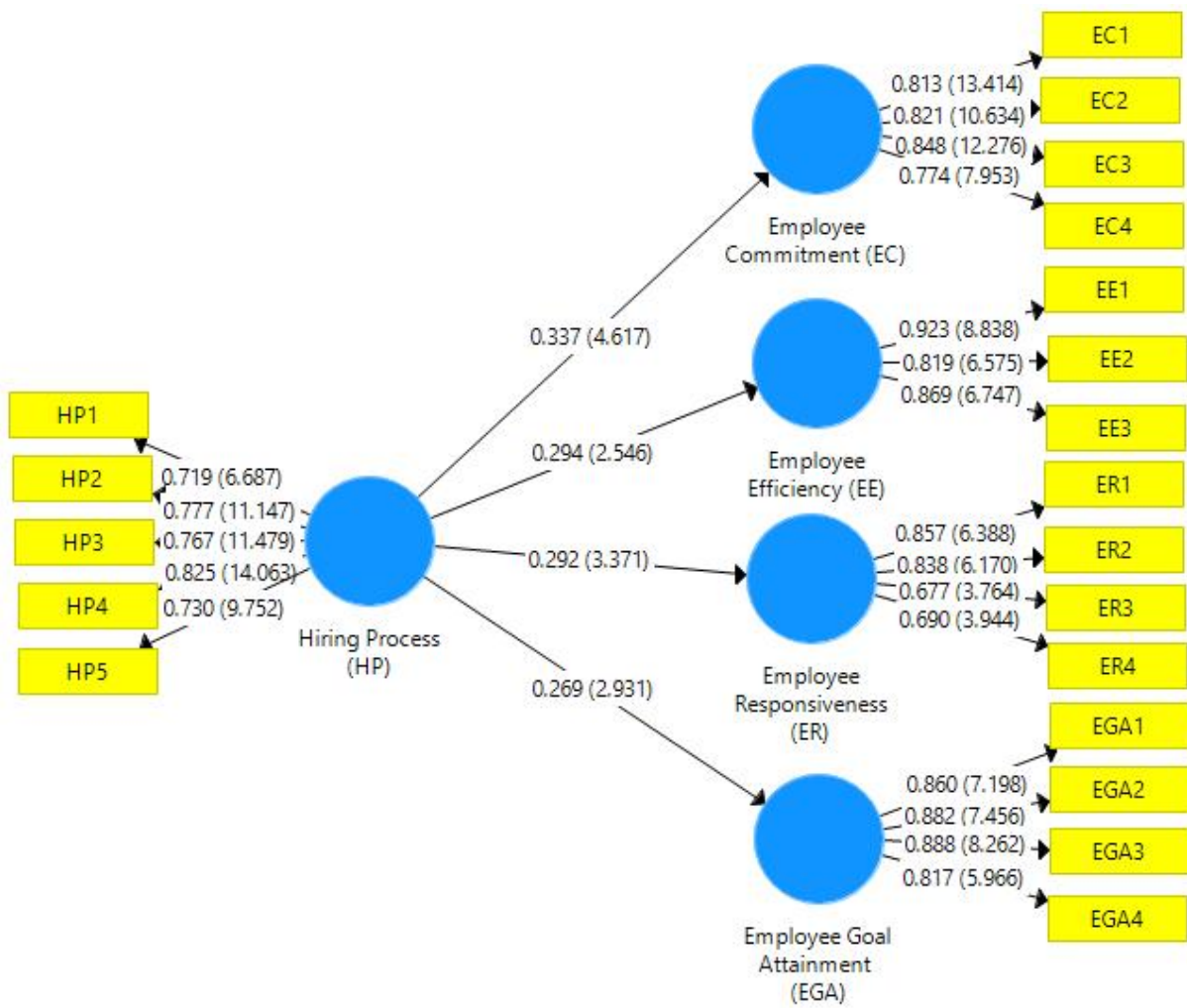
	SSO	SSE	Q ² (=1-SSE/SSO)
Employee Com...	400.000	323.813	0.190
Employee Effic...	300.000	241.704	0.194
Employee Goal...	400.000	251.683	0.371
Employee Resp...	400.000	335.986	0.160
Rewards	500.000	500.000	

Path Coefficients

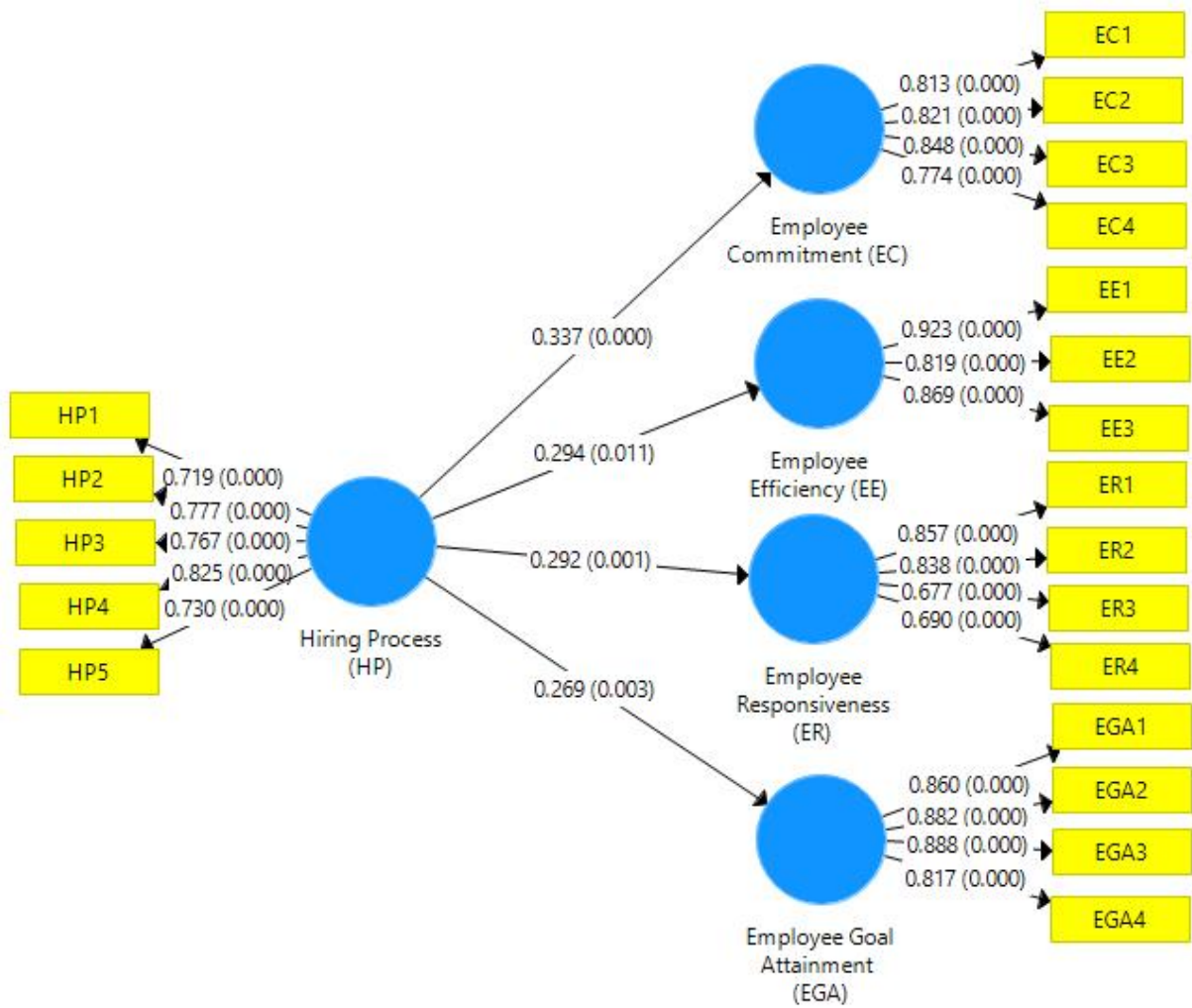
	Mean, STDEV, T-Values, P-Val...	Confidence Intervals	Confidence Intervals Bias Cor...	Samples	Copy to Clipboard:	Excel
	Original Sampl...	Sample Mean (...)	Standard Devia...	T Statistics (O/...	P Values	
Rewards -> Employee Commitment (EC)	0.588	0.590	0.097	6.036	0.000	
Rewards -> Employee Efficiency (EE)	0.536	0.543	0.100	5.363	0.000	
Rewards -> Employee Goal Attainment_(EGA)	0.730	0.728	0.069	10.596	0.000	
Rewards -> Employee Responsiveness (ER)	0.573	0.577	0.096	5.974	0.000	

Hypothesis Two Raw Analysis





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R Square

Matrix	R Square	R Square Adjusted
	R Square	R Square Adjusted
Employee Com...	0.114	0.105
Employee Effici...	0.086	0.077
Employee Goal...	0.073	0.063
Employee Resp...	0.085	0.076

f Square

Matrix	f Square				
	Employee Co...	Employee Effic...	Employee Goal...	Employee Res...	Hiring Process ...
Employee Com...					
Employee Effic...					
Employee Goal...					
Employee Resp...					
Hiring Process ...	0.128	0.095	0.078	0.093	

Construct Reliability and Validity

Matrix	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted
	Cronbach's Al...	rho_A	Composite Rel...	Average Varian...
Employee Commitment (EC)	0.833	0.848	0.887	0.664
Employee Efficiency (EE)	0.844	0.900	0.904	0.760
Employee Goal Attainment	0.891	0.983	0.921	0.743
Employee Responsiveness (ER)	0.791	0.931	0.852	0.593
Hiring Process (HP)	0.829	0.886	0.875	0.585

Discriminant Validity

Fornell-Larcker Criterio...	Cross Loadings	Heterotrait-Monotrait R...	Heterotrait-Monotrait R...	Copy to Cl	
	Employee Co...	Employee Effic...	Employee Goal...	Employee Res...	Hiring Process ...
Employee Commitment (EC)					
Employee Efficiency (EE)	0.641				
Employee Goal Attainment	0.709	0.730			
Employee Responsiveness (ER)	0.847	0.724	0.729		
Hiring Process (HP)	0.353	0.329	0.261	0.284	

Path Coefficients

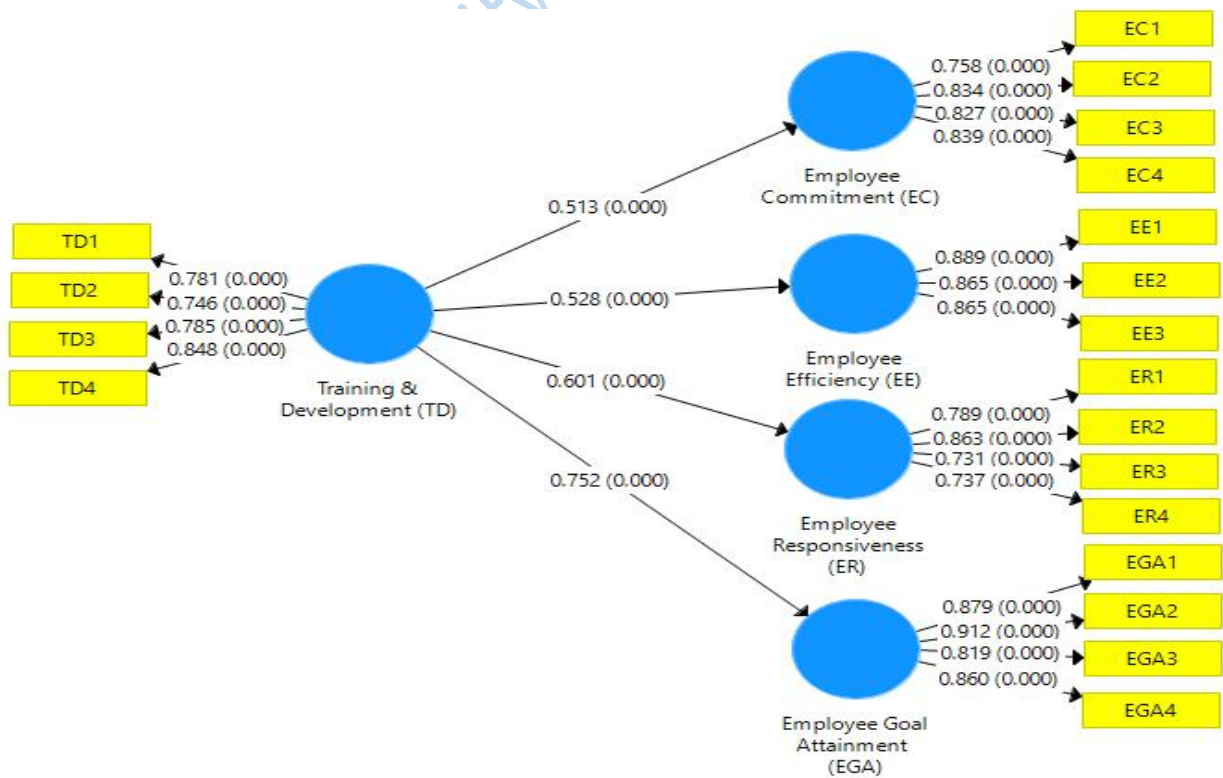
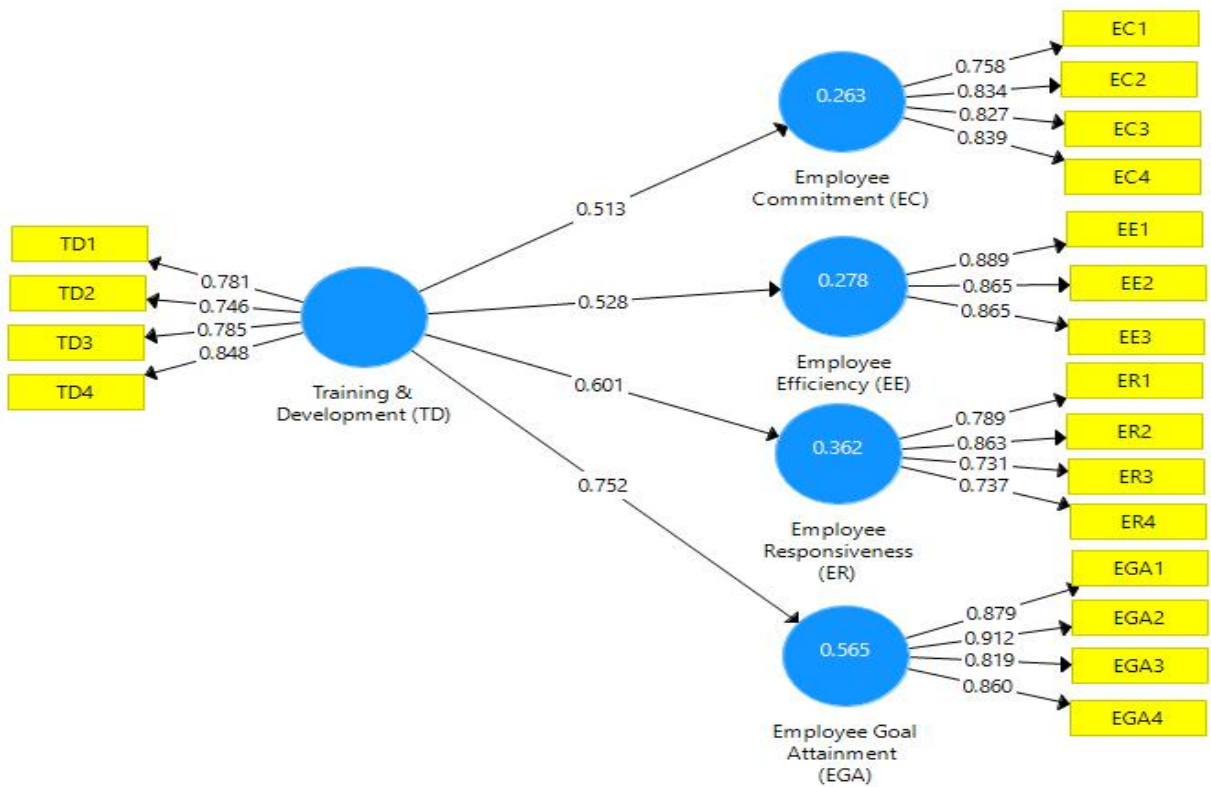
	Original Sampl...	Sample Mean (...)	Standard Devia...	T Statistics (O/...	P Values
Hiring Process (HP) -> Employee Commitment (E...	0.337	0.373	0.075	4.515	0.000
Hiring Process (HP) -> Employee Efficiency (EE)	0.294	0.319	0.114	2.579	0.010
Hiring Process (HP) -> Employee Goal Attainment	0.269	0.310	0.091	2.949	0.003
Hiring Process (HP) -> Employee Responsiveness ...	0.292	0.340	0.085	3.444	0.001

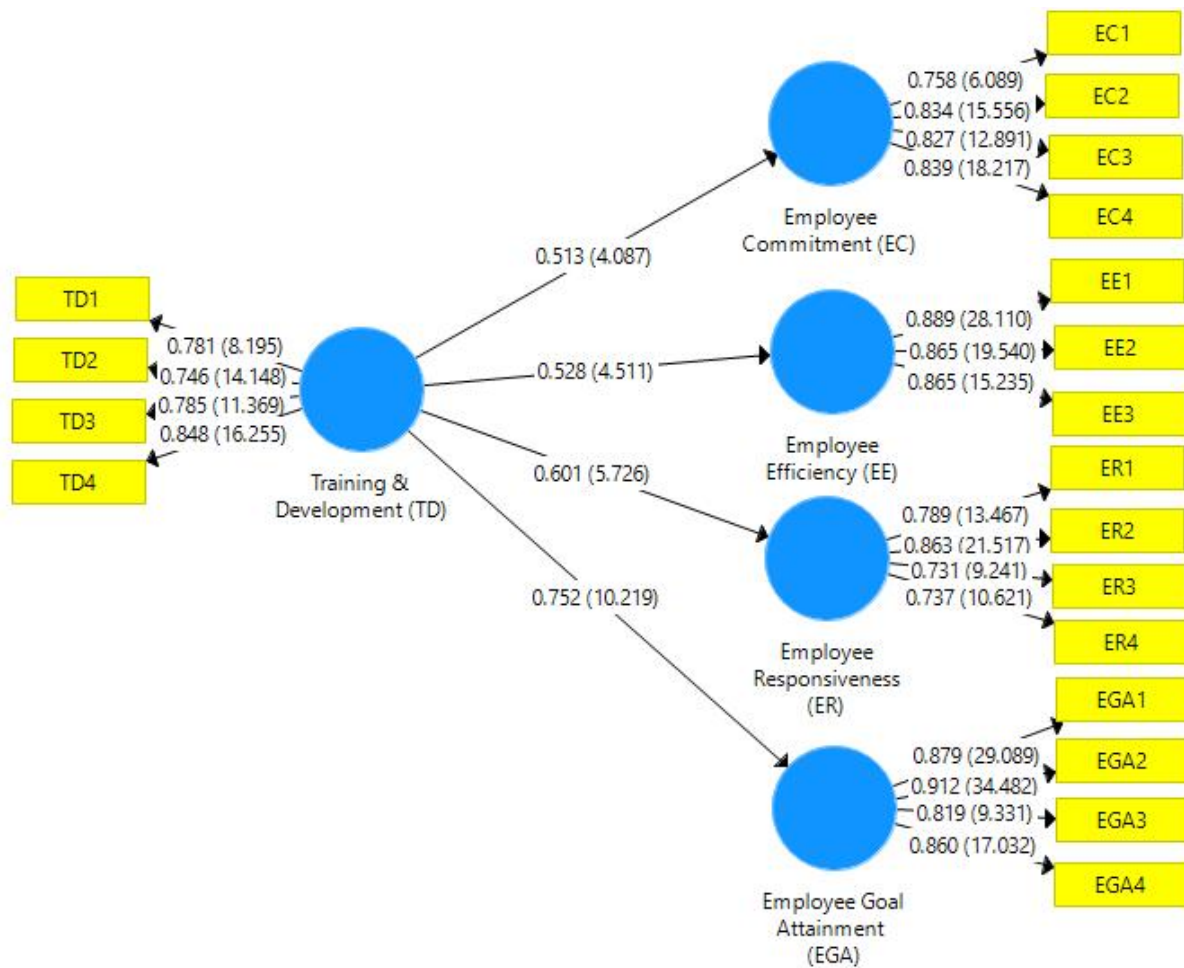
Construct Crossvalidated Redundancy

Total	Case1	Case2	Case3	Case4	Case5
	SSO	SSE	Q ² (= 1-SSE/SSO)		
Employee Com...	400.000	372.695	0.068		
Employee Effici...	300.000	284.681	0.051		
Employee Goal...	400.000	385.926	0.035		
Employee Resp...	400.000	384.805	0.038		
Hiring Process ...	500.000	500.000			

Lead City Unive.

Hypothesis Three Raw Analysis





R Square

Matrix	R Square	R Square Adjusted
	R Square	R Square Adjusted
Employee Commitment (EC)	0.263	0.255
Employee Efficiency (EE)	0.278	0.271
Employee Goal Attainment_(EGA)	0.565	0.561
Employee Responsiveness (ER)	0.362	0.355

f Square

Matrix	f Square	Employee Co...	Employee Effic...	Employee Goal...	Employee Res...	Training Devel...
Employee Commitment (EC)						
Employee Efficiency (EE)						
Employee Goal Attainment _(EGA)						
Employee Responsiveness (ER)						
Training & Development (TD)		0.357	0.386	1.301	0.567	

Construct Reliability and Validity

Matrix	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (...)
	Cronbach's Al...	rho_A	Composite Rel...	Average Varian...
Employee Commitment (EC)	0.833	0.846	0.888	0.665
Employee Efficiency (EE)	0.844	0.846	0.906	0.763
Employee Goal Attainment _(EGA)	0.891	0.899	0.924	0.754
Employee Responsiveness (ER)	0.791	0.813	0.862	0.611
Training & Development (TD)	0.800	0.802	0.870	0.626

Discriminant Validity

Fornell-Larcker Criterio...	Cross Loadings	Heterotrait-Monotrait R...	Heterotrait-Monotrait R...	Copy to Clip	
	Employee Co...	Employee Effic...	Employee Goal...	Employee Res...	Training Devel...
Employee Commitment (EC)					
Employee Efficiency (EE)	0.641				
Employee Goal Attainment _(EGA)	0.709	0.730			
Employee Responsiveness (ER)	0.847	0.724	0.729		
Training & Development (TD)	0.614	0.642	0.883	0.732	

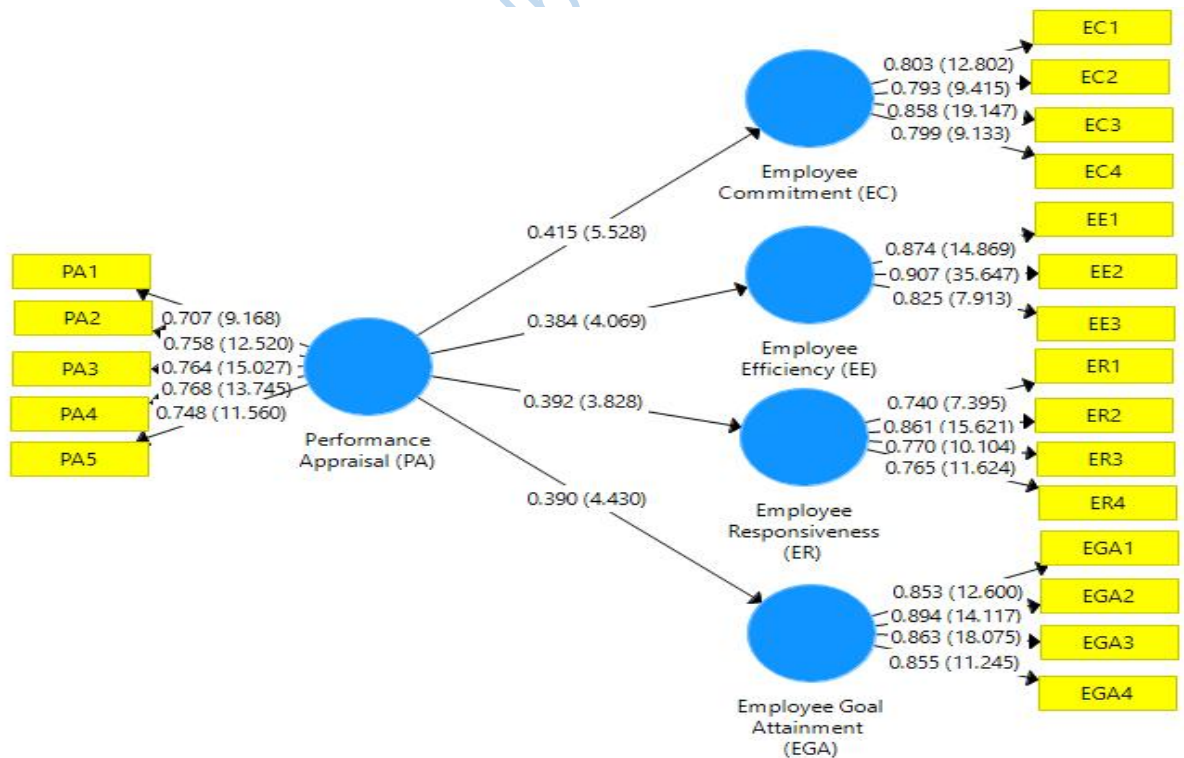
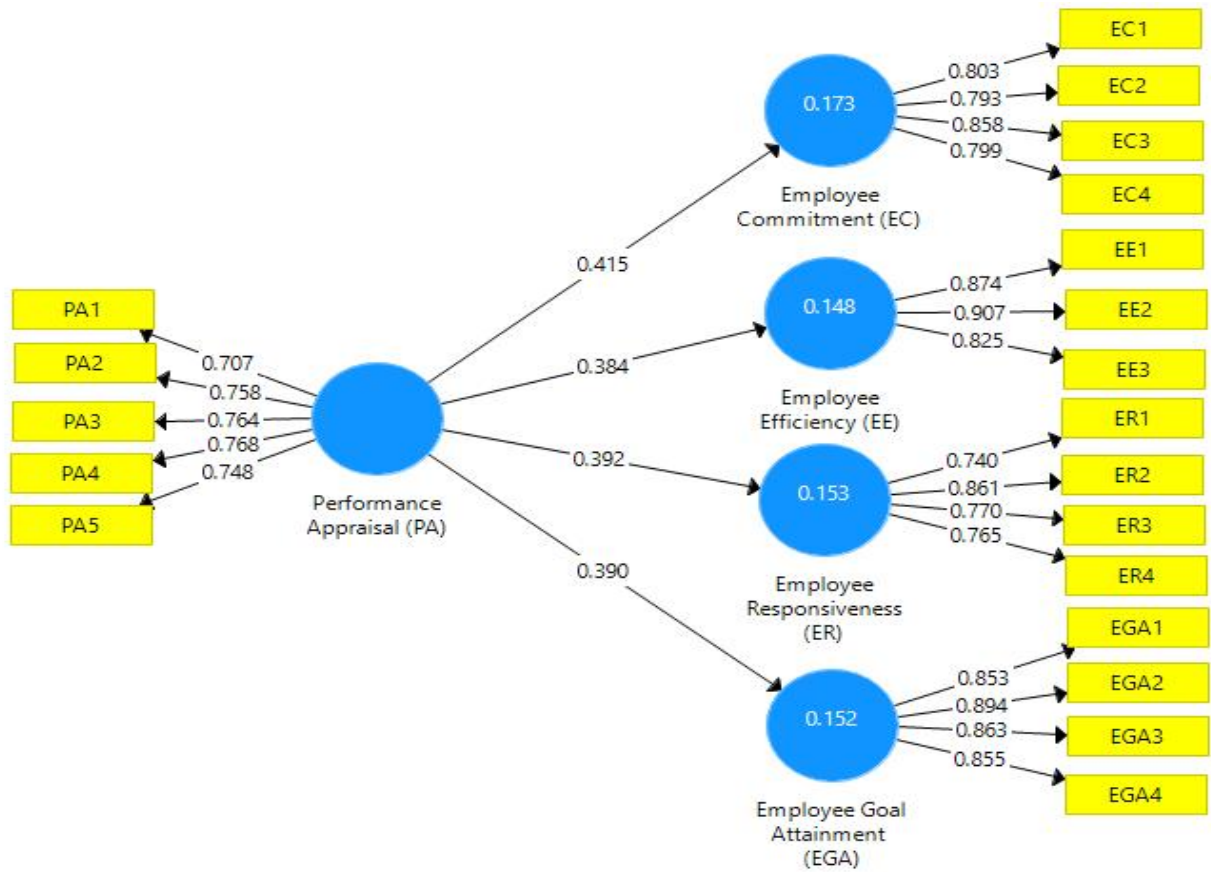
Path Coefficients

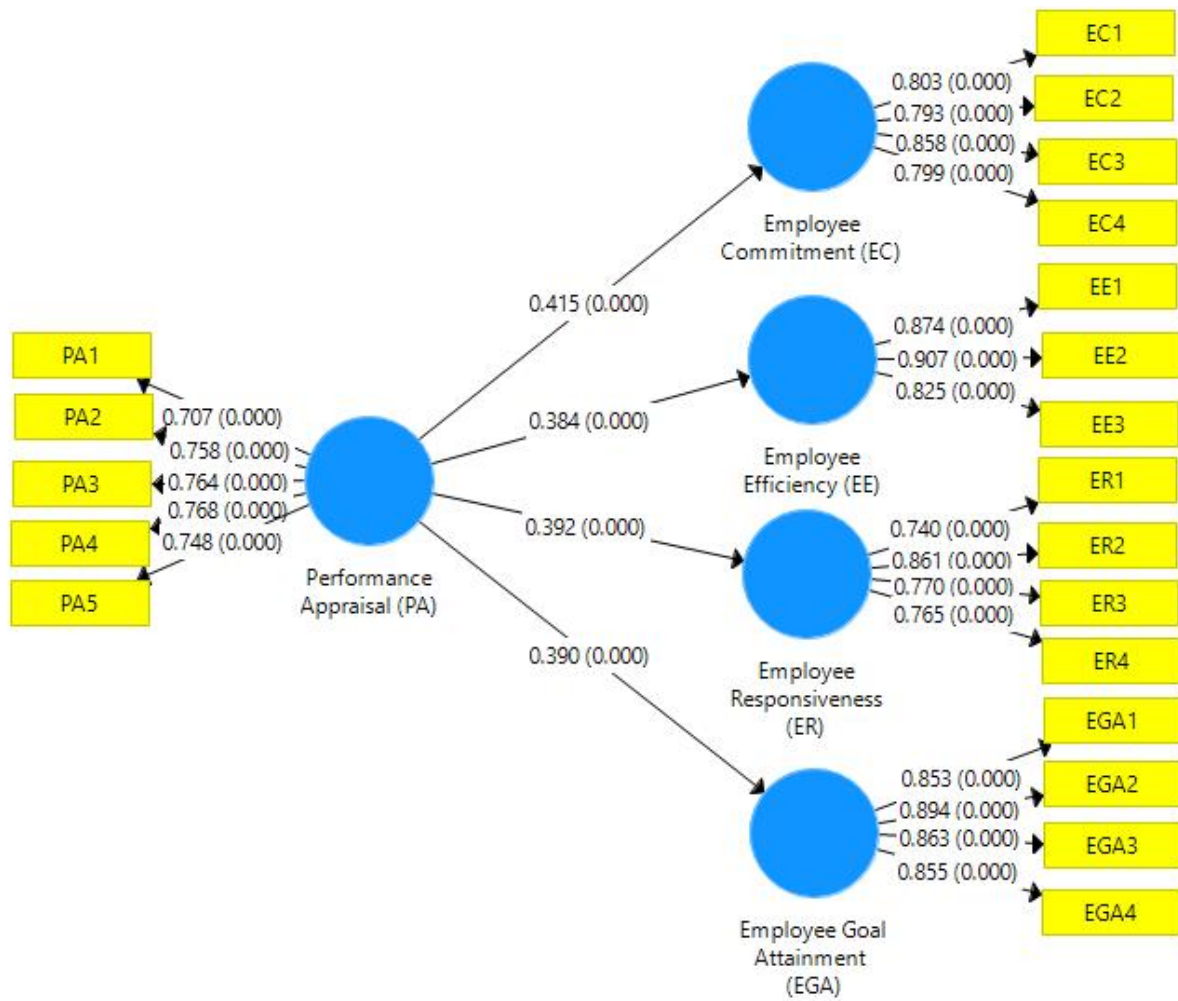
	Mean, STDEV, T-Values, P-Val...	Confidence Intervals	Confidence Intervals Bias Cor...	Samples	Copy to Clipboard:	Excel Format
	Original Sampl...	Sample Mean (...)	Standard Devia...	T Statistics (I/O/...	P Values	
Training & Development (TD) -> Employee Commitme...	0.513	0.501	0.125	4.087	0.000	
Training & Development (TD) -> Employee Efficiency (E...	0.528	0.518	0.117	4.511	0.000	
Training & Development (TD) -> Employee Goal Attain...	0.752	0.744	0.074	10.219	0.000	
Training & Development (TD) -> Employee Responsive...	0.601	0.595	0.105	5.726	0.000	

Construct Crossvalidated Redundancy

	Total	Case1	Case2	Case3	Case4	Case5
	SSO	SSE	Q ² (= 1-SSE/SSO)			
Employee Com...	400.000	346.793	0.133			
Employee Effici...	300.000	244.564	0.185			
Employee Goal...	400.000	240.743	0.398			
Employee Resp...	400.000	327.040	0.182			
Training & Dev...	400.000	400.000				

Hypothesis Four Raw Analysis





R Square

Matrix	R Square	R Square Adjusted
	R Square	R Square Adjusted
Employee Com...	0.173	0.164
Employee Effici...	0.148	0.139
Employee Goal...	0.152	0.144
Employee Resp...	0.153	0.145

f Square

Matrix	f Square					
		Employee Co...	Employee Effic...	Employee Goal...	Employee Res...	Performance A...
Employee Com...						
Employee Effic...						
Employee Goal...						
Employee Resp...						
Performance A...		0.209	0.173	0.180	0.181	

Construct Reliability and Validity

Matrix	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (
	Cronbach's Al...	rho_A	Composite Rel...	Average Varian...
Employee Commitment (EC)	0.833	0.852	0.887	0.662
Employee Efficiency (EE)	0.844	0.930	0.902	0.755
Employee Goal Attainment	0.891	0.912	0.923	0.751
Employee Responsiveness (ER)	0.791	0.793	0.865	0.616
Performance Appraisal (PA)	0.805	0.808	0.865	0.562

Discriminant Validity

Fornell-Larcker Criterio...	Cross Loadings	Heterotrait-Monotrait R...	Heterotrait-Monotrait R...	Copy to Clipbc	
	Employee Co...	Employee Effic...	Employee Goal...	Employee Res...	Performance A...
Employee Commitment (EC)					
Employee Efficiency (EE)	0.641				
Employee Goal Attainment	0.709	0.730			
Employee Responsiveness (ER)	0.847	0.724	0.729		
Performance Appraisal (PA)	0.487	0.438	0.443	0.488	

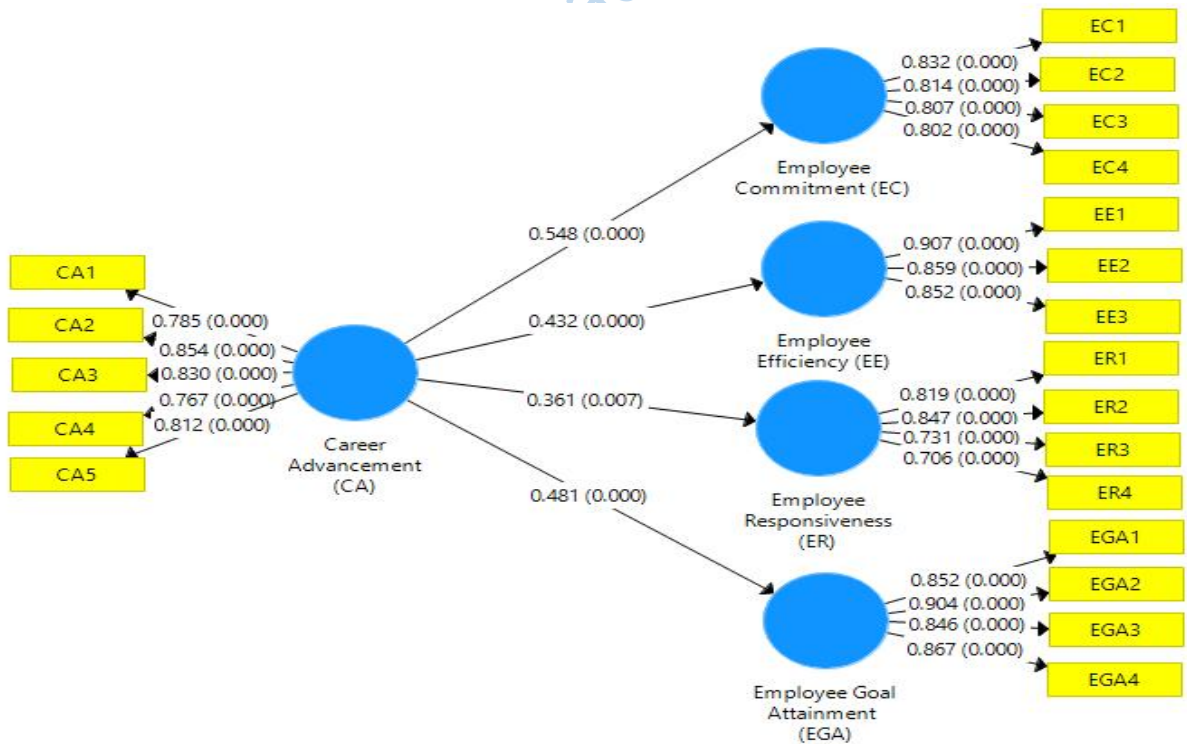
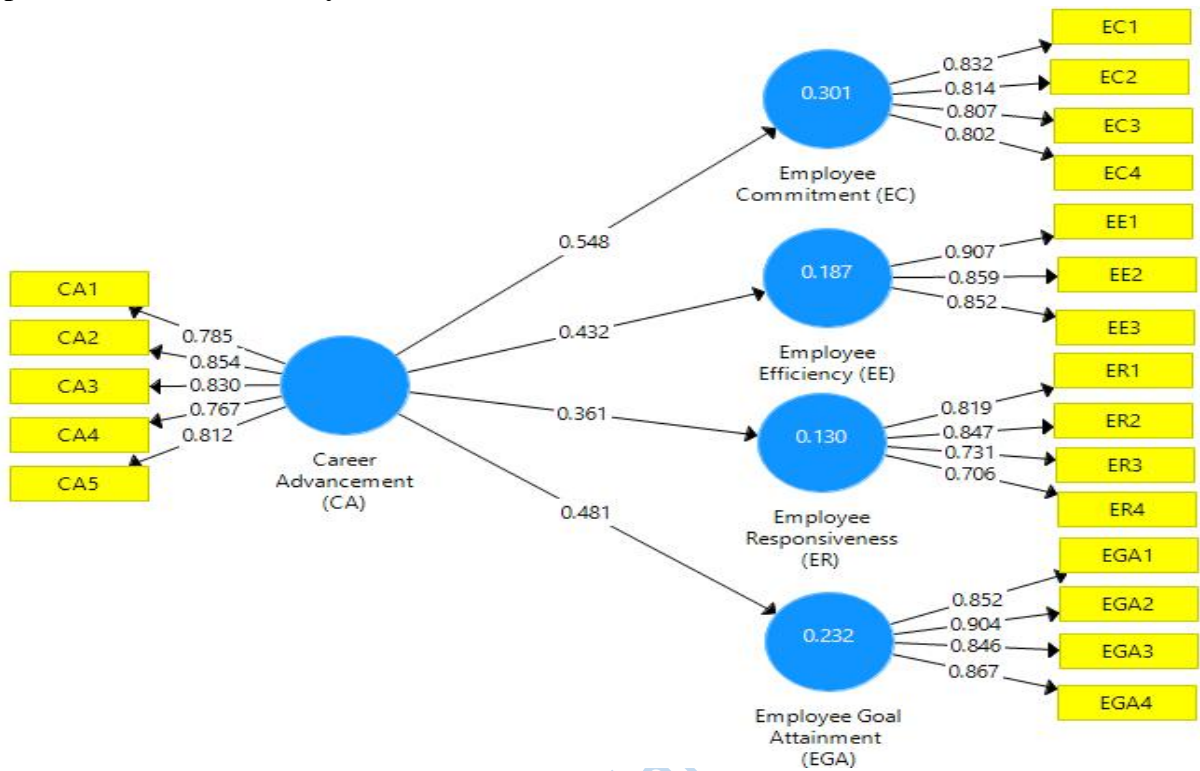
Path Coefficients

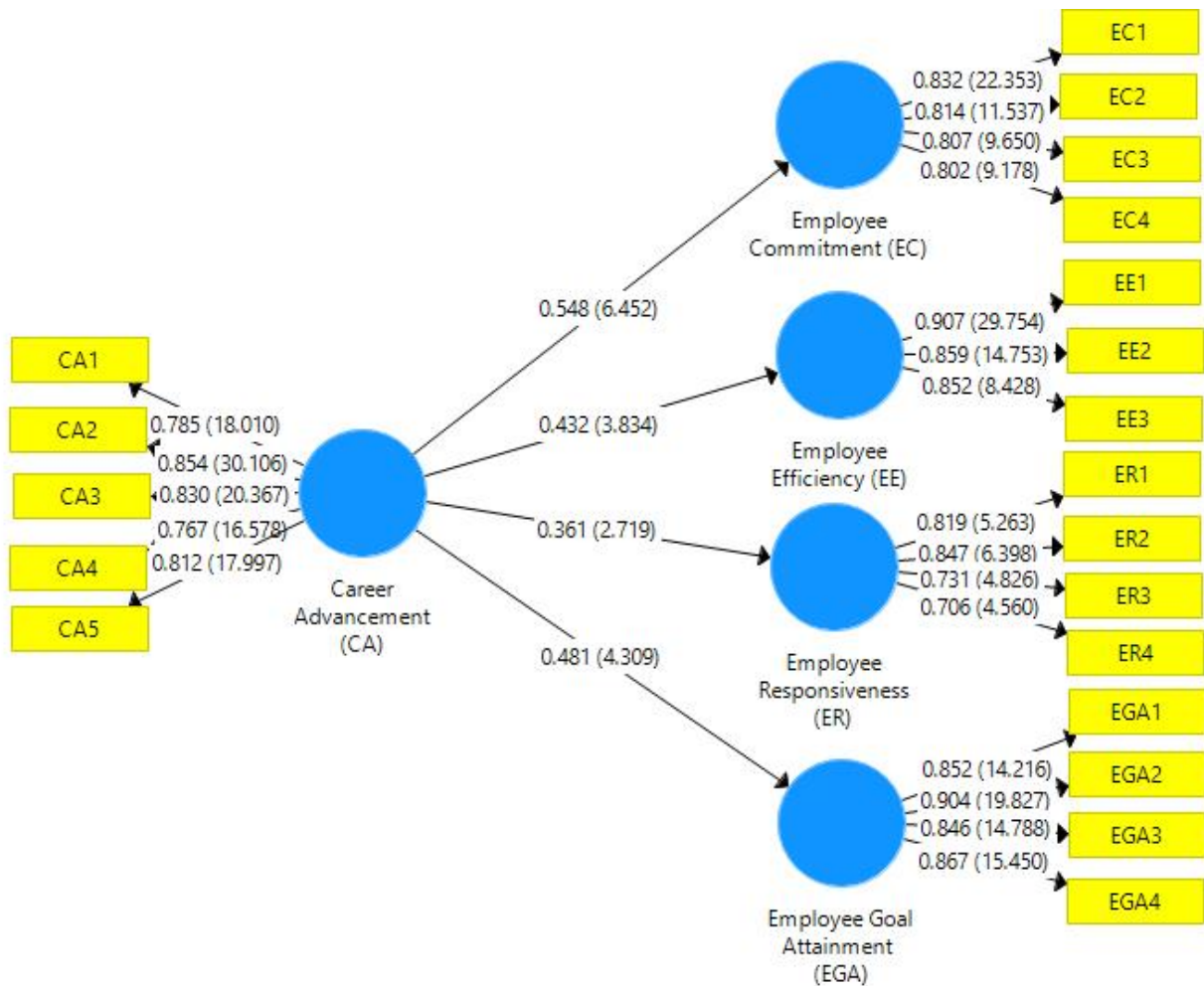
	Original Sampl...	Sample Mean (...)	Standard Devia...	T Statistics (O/...	P Values
Performance Appraisal (PA) -> Employee Commitmen...	0.415	0.435	0.075	5.507	0.000
Performance Appraisal (PA) -> Employee Efficiency (EE)	0.384	0.409	0.096	4.003	0.000
Performance Appraisal (PA) -> Employee Goal Attainm...	0.390	0.410	0.088	4.444	0.000
Performance Appraisal (PA) -> Employee Responsiven...	0.392	0.413	0.104	3.762	0.000

Construct Crossvalidated Redundancy

	SSO	SSE	$Q^2 (= 1 - SSE/SSO)$
Employee Com...	400.000	363.667	0.091
Employee Effici...	300.000	279.277	0.069
Employee Goal...	400.000	365.034	0.087
Employee Resp...	400.000	371.242	0.072
Performance A...	500.000	500.000	

Hypothesis Five Raw Analysis





Path Coefficients

	Original Sampl...	Sample Mean (...)	Standard Devia...	T Statistics (O/...	P Values
Career Advancement (CA) -> Employee Co...	0.548	0.554	0.085	6.452	0.000
Career Advancement (CA) -> Employee Effic...	0.432	0.435	0.113	3.834	0.000
Career Advancement (CA) -> Employee Goal...	0.481	0.480	0.112	4.309	0.000
Career Advancement (CA) -> Employee Res...	0.361	0.371	0.133	2.719	0.007

R Square

Matrix	R Square	R Square Adjusted
	R Square	R Square Adjusted
Employee Commitment (EC)	0.301	0.294
Employee Efficiency (EE)	0.187	0.178
Employee Goal Attainment_(EGA)	0.232	0.224
Employee Responsiveness (ER)	0.130	0.121

f Square

Matrix	f Square	Copy to Clipboard				
		Career Advanc...	Employee Co...	Employee Effic...	Employee Goal...	Employee Res...
Career Advancement (CA)		0.430	0.230	0.301	0.150	
Employee Commitment (EC)						
Employee Efficiency (EE)						
Employee Goal Attainment_(...						
Employee Responsiveness (ER)						

Construct Reliability and Validity

Matrix	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (...)
	Cronbach's Al...	rho_A	Composite Rel...	Average Varian...
Career Advancement (CA)	0.870	0.887	0.905	0.657
Employee Commitment (EC)	0.833	0.859	0.887	0.662
Employee Efficiency (EE)	0.844	0.856	0.906	0.762
Employee Goal Attainment_(EGA)	0.891	0.899	0.924	0.753
Employee Responsiveness (ER)	0.791	0.846	0.859	0.605

Discriminant Validity

	Career Advanc...	Employee Co...	Employee Effic...	Employee Goal...	Employee Res...
Career Advancement (CA)					
Employee Commitment (EC)	0.609				
Employee Efficiency (EE)	0.483	0.641			
Employee Goal Attainment_(EGA)	0.526	0.709	0.730		
Employee Responsiveness (ER)	0.391	0.847	0.724	0.729	

Path Coefficients

	Original Sampl...	Sample Mean (...)	Standard Devia...	T Statistics (O/...	P Values
Career Advancement (CA) -> Employee Co...	0.548	0.554	0.085	6.452	0.000
Career Advancement (CA) -> Employee Effic...	0.432	0.435	0.113	3.834	0.000
Career Advancement (CA) -> Employee Goal...	0.481	0.480	0.112	4.309	0.000
Career Advancement (CA) -> Employee Res...	0.361	0.371	0.133	2.719	0.007

Construct Crossvalidated Redundancy

	SSO	SSE	Q ² (= 1-SSE/SSO)
Career Advanc...	500.000	500.000	
Employee Com...	400.000	336.313	0.159
Employee Effic...	300.000	266.782	0.111
Employee Goal...	400.000	344.598	0.139
Employee Resp...	400.000	382.038	0.045

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Bio-data

A. Personal Data

1. Full Names: Uchechukwu Sampson OGAH
- Address: Onuaku, Uturu, Isuckwuato Local Government
Area, Abia State
- Email: **ogauche@yahoo.com.co.uk**
- Phone Number: +2348033000327
2. Date and Place of Birth: 22nd December, 1969/ Onuaka
3. Nationality: Nigerian
4. Name and Address of Next of Kin: Mrs Ngozi Ogah/ 21 Remi-Fam Kayode Street,
G.R.A., Ikeja, Lagos

B. Educational Background with Dates

1. Educational Institutions Attended with Dates and Qualification

- | | | | |
|------|--|------|------|
| i. | Okoroukwu Primary School | 1979 | PSLC |
| ii. | Ishiagu High School | 1986 | GCE |
| iii. | Institution of Management & Technology (IMT) | 1995 | |
| iv. | University of Nigeria, Nsukka | 1999 | |
| v. | Ogun State University, Ago Iwoye | 2004 | |
| vi. | University of Lagos, Akoka | 2006 | |
| vii. | Lead City University, Ibadan | 2023 | |

2. Professional Qualifications with Dates:

- i. Harvard Business School Certificate of Specialization in Leadership and Management 2023
- ii. Leadership Principles-Harvard University 2023
- iii. Organisational Leadership-Harvard University 2023
- iv. Power for Positive Impact and Influence Harvard University 2023
- v. Certificate as a Leadership Management Coach Harvard University 2023
- vi. Oxford Leading through Uncertainty and Disruption Oxford University 2023
- vii. Advanced Leadership Programme Cambridge University 2023

C. Working Experience with Dates

- i. Founder, Masters Energy Group
- ii. Honourable Minister (State) Federal Ministry of Mines & Steel Development, Abuja August 2019 – May 2022
- iii. Cabinet Member: Federal Executive Council August 2019 – May 2022
- iv. Zenith Bank Plc, Ikeja GRA, Lagos
Assistant General Manager 2006 – 2007
- v. NAL Merchant Bank Plc
NYSC Member 1995 – 1996

D. Award and Fellowship (if any)

- i. Best Overall Graduate Student in School of Financial Studies IMT Enugu
- ii. Special Commendation from MD/CEO, Zenith Bank Plc for Outstanding Achievement
- iii. Commander of the Order of Niger (OON) by the Federal Government of Nigeria
- iv. The Sum Investor of the Year 2015 by the Sum Publishing Co. Ltd.
- v. Ambassador/Member, Governing Council, The Nigerian-Turkey Chamber of Commerce.

vi. Ambassador of Peace, UN - Polac

E. Member of Academic Professional Bodies

- | | |
|--|------|
| i. Fellow, Chartered Accountant, FCA | 2007 |
| ii. Fellow, Institute of Brand Management of Nyens | 2012 |
| iii. Fellow, Nigerian Institute of Shipping | 2009 |
| iv. Associate Chartered Accountant | 1996 |
| v. Member, Chartered Institute of Bankers | |
| vi. Member, Chartered Institute of Taxation | |

F. Publication (s): Nil

G. Major Conferences Attended with Dates: Nil

H. Referee

- Sen. George Akume
Presidency Abuja,
Secretary, Federal Government Federation
+2348027131111

Signature

Date

The University Compliance Certification

This is to certify that this Thesis was written by **Uchechukwu Sampson OGAH** with Matric No. **LCU/PG/OO1232** in the Department of Management & Accounting, Faculty of Management and Social Sciences, Lead City University, Ibadan in full compliance with approved University format and style.

Signature

Date

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