

Effect of Performance Management System on Productivity of Personnel in Akwa Ibom State Civil Service

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Abstract

Achieving operational excellence and boosting staff productivity are priorities for organisations, which emphasises the need for good performance management techniques. The effect of performance systems on worker productivity in the Akwa Ibom State Civil Service was examined in this study. In particular, the study looked at how incentive programs and employee performance are related, as well as how corrupt practices impact the application of performance management techniques in the civil service. The study's research population consisted of 590 employees from five ministries within the Akwa Ibom State Civil Service, and the final sample size was 570. The study used a descriptive and survey research approach. Chi-square and basic percentage statistical techniques were used to analyse the data. The results showed that corruption, inadequate incentive schemes, and inefficient feedback systems considerably lower productivity in the Akwa Ibom State Civil Service. Corrupt practices, including partiality and financial mismanagement, compromise the impartiality of performance management systems, exacerbating disengagement and inefficiency. Nonetheless, the results of this study indicated that performance management procedures urgently needed to be changed. Even though these problems have been addressed, systemic problems still exist. Also, when employees don't receive regular, constructive criticism, they feel underappreciated, which lowers their productivity even more. Service delivery is jeopardised by these complex issues, which also hinder staff growth. The study recommended, among others, that the Akwa Ibom State Civil Service should incorporate essential components of performance management, including training and development, performance evaluation, and a rewards system, to increase staff productivity.

Keywords: Performance, management system, productivity and employee performance.

Introduction

Employers across public and commercial sectors focus on employee performance management due to their acknowledgement that human resources remain crucial for business sustainability. The entire effectiveness of financial resources, along with equipment and materials, depends directly on the efficiency of human resources. Zhang (2012) explains that businesses maintain an active pursuit of enhanced personnel management systems to attain the best operational outcomes that drive organisational growth with flexibility. The French-originated performance

management (PM) sets itself as a core management practice to boost productivity without compromising standardised outcomes within decentralised settings (Gichuki, 2014). The strategy contains three essential components, including incentive systems together with training and development and performance evaluation (Kibichii et al., 2016). Organisations that operate primarily for profit understand employee performance stands as their top priority in modern competitive settings because it affects business competitiveness and organisational success.

A well-functioning civil service forms the backbone for successful programme execution as well as complete administrative institution growth in any nation. The Akwa Ibom State Civil Service, together with many global public sectors, encounters problems which affect its productivity, alongside employee engagement and performance growth, while effective national and regional service operations heavily rely on staff performance management. The studies of Mullins (2007) identify this position as a fundamental element for workforce-organisation relationships, which integrates every organisational business component. People acknowledge the essential nature of these roles, but complex problems need advanced comprehension to develop proper solutions through strategic actions.

Performance management exists as an intricate concept which addresses performance problems throughout the entire organisational structure, ranging from individual employees to groups to departments to the whole organisation (Rajesh & Nishant, 2013). Performance management includes motivation and leadership, and judgment together with innovation promotion and calculated risk-taking. The public sector uses a performance management system (PMS) as a strategic instrument to enhance organisational performance. Performance evaluation becomes manageable through this systematic framework (Maina, 2015), while also promoting continuous development between individual targets and organisational purposes. Following its recognition of organised performance management requirements, the Akwa Ibom State administration introduced a PMS into its public sector operations. The research explores both the intricate details of implementation and the productivity changes produced by the solution in Akwa Ibom State Civil Service personnel.

Statement of the Problem

Worldwide policy implementation requires an operational civil service to deliver both government-based benefits to citizens and effective administrative programs. The public expects public officials to deliver efficient service and help the government create development initiatives that will improve the quality of life for citizens. Poor staff performance management stands as the chief barrier which challenges the accomplishment of this objective. Public sector workers express dissatisfaction regarding their poor working environments, together with insufficient transparency during performance assessment procedures. Negative work attitudes such as tardiness, absenteeism and reduced task dedication have emerged from unfavourable labour-management relations characterised by selective disciplinary practices and insufficient training access. The civil service of Akwa Ibom State implements a necessary procedure to help achieve the public policy aims set by the state government for socioeconomic advancement across the state. The civil servants expect to receive fair wages, together with safe working environments and incentives that match their work and public recognition for their accomplishments. Labour compensation on fair terms motivates staff members to increase their productivity.

Akwa Ibom State departments alongside various ministries and parastatals in the Nigerian civil and public service experience several employee problems that include insufficient pay and uneven performance assessment, together with substandard training programs, complicated promotion protocols and an absence of proper reward structures for achievement-based recognition. The miserable work situations faced by public servants in

Akwa Ibom State stem from various difficulties in the system. The current performance management system creates negative impacts on employee morale because it diminishes both their motivation and work-level productivity. Neglecting to resolve these employee-based issues puts the public service at risk of extinction throughout Akwa Ibom State, which results in decreased productivity with poor service delivery. The present situation may cause extended social and economic problems along with increased security risks because high unemployment rates tend to increase criminal activities. This paper investigates how public servant efficiency relates to performance management elements when implementing leadership strategies for organisational success. Based on the above raised problem, the study seeks to be guided by the following objectives:

Objectives of the study

- i. Investigate the relationship between incentive programs and staff productivity in the Akwa Ibom State Civil Service.
- ii. Examine the impact of corruption among government officials on the implementation of performance management schemes in the Akwa Ibom State Civil Service.
- iii. Analyse the effect of employee feedback mechanisms on productivity in the Akwa Ibom State Civil Service.

Research Questions

- i What is the relationship between incentive programs and staff productivity in the Akwa Ibom State Civil Service?
- ii What is the impact of corruption among government officials on the implementation of performance management schemes in the Akwa Ibom State Civil Service?
- iii What are the effect of employee feedback mechanisms on productivity in the Akwa Ibom State Civil Service?

Research Hypotheses

Based on the objectives of the study, the following hypotheses are formulated for testing:

1. H1: Poor incentive programs negatively affect staff productivity in the Akwa Ibom State Civil Service.
2. H2: Corruption among government officials significantly affects the implementation of performance management schemes and the productivity of employees in the Akwa Ibom State Civil Service.
3. H3: Effective employee feedback mechanisms have a significant impact on employee productivity in the Akwa Ibom State Civil Service.

Conceptual and Operational definitions

Concept of Performance Appraisal (PA)

Organisational performance depends on the fulfilment of set targets using internal metrics together with competitive actions in the external market. Scholam et al. (2005) argue that performance assessment includes profitability, market share, as well as ROA and ROI alongside market trends and new product success. Organisational improvement through strategic planning makes Performance Management (PM) an influential component of Human Resource Management (HRM). Performance Management (PM) serves to achieve established targets by handling various performance-influencing elements (Ojo et al., 2018). A proper PM system enables organisations to establish work requirements while solving performance-related problems and conducting standard assessment activities. The system simplifies decision

processes, which include determining when training is necessary while deciding on promotions and disciplinary action (Zhang, 2012). Different groups maintain widely varied understandings concerning PM. The Institute of Personnel Management (2002) describes performance management as a complete system that combines communication platforms with cultural elements and human resources policies. Kandula (2006) states PM serves as a method to remove obstacles while inspiring staff success, but Fowler (2002) sees it as a work organisation strategy for maximum output achievement. The selection of PM techniques depends on the organisation type and surrounding factors (Armstrong, 2009). Several vital components of PM involve giving employees opportunities to advance professionally alongside establishing precise performance standards coupled with employee recognition and matching personal ambitions to organizational target goals (Armstrong, 2009). The framework of PM serves as a system that enhances team and individual performance to achieve better organizational results (Armstrong 2009). Project management (PM) operates as a comprehensive activity system that boosts personal achievements, according to DeNisi & Pritchard (2006) but Walters (2015) explains that PM functions to enhance systematic team and organizational effectiveness. Production enhancement requires employee behavioural improvement along with performance enhancement as the final organisational objective (Dietz & Boon, 2015; Dobre, 2013). Performance management represents a decision system that combines data collection and assessment and performance tracking for employee performance improvement (Tripathi & Agrawal, 2014) (critics suggest this approach may not deliver desired results).

Factors that Constitute Performance Parameter in Akwa Ibom State Civil Service

i. Job Knowledge and Competency

Knowing the job and competently applying necessary skills serve as essential markers of performance for civil servants. Employee assessment at Akwa Ibom State checks both qualifications and technical skills of workers to determine work performance effectiveness (Obot, 2019). The civil service enhances employee job performance by conducting training sessions and capacity-building initiatives, which help workers develop contemporary skills (Akpan, 2020). Workplace adaptation proves essential due to fast-paced workplace requirements (and because of) this rapid development. Training plays an essential role in promoting performance, yet its effectiveness always weakens when practical experience is absent.

ii. Punctuality and Attendance

Regular attendance and timely arrival at work serve as essential performance measures for the personnel at the Akwa Ibom State Civil Service based on their reliability ratio. The main purpose is to establish discipline through anti-absenteeism measures, which have been problematic for Nigeria's governmental output. The drive for business efficiency makes this an ongoing, urgent issue (Etim, 2018). The majority of workers understand the value of these performance metrics, yet their actual delivery typically fails to reach targets, thus affecting organisational productivity.

iii. Work Quality and Output

The civil service employs employees to meet their assigned targets, together with delivering high-quality and high-volume work to help the department fulfil its service delivery targets. The Akwa Ibom State Civil Service Commission introduced key performance indicators referred to as KPIs, which measure employee performance toward organisational objectives (Inyang, 2021). These useful KPIs present translation problems because different personnel

understand performance indicators in varying ways. The high level of complexity demands an advanced understanding of quantitative and qualitative aspects of evaluation procedures.

iv Initiative and Creativity

Akwa Ibom creates awareness about creativity and problem-solving abilities that civil officials need to demonstrate to improve their performance. Public administration modernisation initiatives being pursued by the government make this truth more relevant (Ekong, 2019). The obstacle involved could lead to substantial progress through these initiatives.

v. Communication and Interpersonal Skills

Multiple elements shape the effectiveness of communication, which professionals must master since they drive positive work environments and service enhancement. People universally recognise the significance of these skills, yet not everyone has them, naturally leading to development challenges and growth prospects. The parameter of performance includes effective communication that happens both internally at work and externally with the public. Public servants receive assessments which evaluate their capabilities for providing information effectively while ensuring interteamwork along with public-centred service activities (Udoh, 2021).

v. Compliance with Ethical Standards

Performance evaluations measure the extent to which civil servants maintain honesty, along with being open and complying with legal requirements. Transgressions to public service integrity standards by civil officials will likely damage their performance evaluation outcomes (Essien & Ekpo, 2020). This devotion receives limited attention even though public service frequently presents ethical problems to practitioners. No measure of governance can function without maintaining strict compliance standards because this preservation secures both effectiveness and credibility.

vi. Customer Service and Responsiveness

The state's commitment to better public services finds expression through its response to resident needs, accompanied by service delivery efficiency. The demonstration of government service through interaction with citizens requires civil officials to constructively approach public interaction with prompt response while effectively handling citizen needs (Akpan, 2020). The development of effective governance requires the government to prioritise the establishment of cooperation with its citizens despite existing challenges.

Concept of Employees' Productivity

The definition of productivity depends on personal perspective since it consists of multiple contributing elements. According to Ojeleye (2017), productivity assesses employee achievement relative to their exerted effort. Okoro et al. (2017) argue that it presents multiple challenges when studied. Erimife (2020) develops the productivity definition to represent efficient utilisation of resources for task completion. The relationship between job happiness and productivity receives attention in academic studies by Carol & Florah (2019), Mbidoaka (2017) and Amir & Amen (2013). Productivity measurement relies on determining the total output volume within a particular timeframe (Mensah, 2015). The main markers for productivity assessment consist of measuring work output alongside its quality and service quality, together with employee social interaction (Ziyaminyana & Pwaka, 2019). The research investigates productivity specifically as it relates to output growth against background resources in the manufacturing industry.

Dunmade & Adeyemi (2017) recommend conducting productivity assessments by collecting survey and interview data, which will be measured through a five-point Likert rating system. The research chooses efficiency to serve as a replacement variable to explore task achievement while reducing errors and maintaining quality standards, along with the core concept of productivity, which focuses on resource optimisation from personnel to time and materials, with output/input measurement as the primary method of evaluation. Economic growth and competitiveness depend on the technique which offers essential feedback for national performance evaluation. Gronroos & Ojasalo (2004) and Calabrese (2012) document this fact, respectively. The evaluation process keeps its complexity high because subjectivity in interpretation leads to result distortions among these assessments. The methods used for assessment differ from field to field, but all domains share fundamental operational principles.

Research Methodology

This research analyses employee productivity elements at the Akwa Ibom State Civil Service through a survey and descriptive methodology. The researchers obtained information from primary as well as secondary data sources. A structured survey was employed to gather primary data from stratified, randomly selected civil servants who answered questions about incentives, together with welfare programmes and corruption and feedback systems. The researcher analysed contextual information through secondary data collected from academic journals, government reports and prior studies. The research used simple percentage calculations combined with statistical methods for its analysis. The administrator performed a pilot test to determine both the survey questionnaire's reliability and validity. Standardisation attempted to remove bias, but its implementation had limitations which demanded evaluation of the research findings. Studies using both primary and secondary data sources enabled researchers to develop performance-improvement recommendations based on a complete understanding of productivity factors. Various analytical techniques must be used with care to generate appropriate policy and practice-based recommendations due to the complexity.

Theoretical Framework

The workplace fairness perception theory known as Equity Theory was established by J. Stacy Adams during the 1960s. According to Social Exchange Theory by Thibaut & Kelley (1959), it becomes vital to understand how employee evaluations of fairness impact their motivation level and lead to better work satisfaction and performance. Workers at the Akwa Ibom State Civil Service base their motivational levels on fairness perceptions through comparing how their contributions and rewards compare to those of their peers. When employee performance evaluation follows unjust practices, workers become displeased, which leads to lower productivity levels. The concept follows a framework that matches organisational justice by defining three areas of distributive fairness, procedural fairness, and interactional fairness. No matter the advantages of this model, it has some criticisms due to its simplistic treatment of individual traits, as well as its inability to measure fairness objectively and its neglect of intrinsic motivation. Despite its contributions, other theories should be integrated to offer a complete viewpoint of organisational behaviour.

Review of Empirical Literature

A consistent body of research shows that performance management systems create substantial positive results on employee productivity throughout all geographic regions and industries. South East Nigerian employees demonstrated improved workplace productivity according to Okeke et al. (2019) when using 360-degree feedback and performance reviews, but self-evaluation had no effect on productivity levels. Regular feedback distribution combined with effective review processes will improve performance according to their recommendations. The

results of Maina (2015) showed that personalised Performance Management Systems (PMS) boosted worker performance specifically in the food and agriculture sectors, which supports the need for industry-specific system design. Oluwatosi (2015) highlighted the necessity of extensive PMS systems within Nigerian public sector firms, followed by Franklin (2015), who established a positive relationship between employee effectiveness and PMS in Ghana, thus supporting the adoption of effective management approaches.

According to Maladu & Ogbuabor (2013), training proved essential to productivity development at First Bank Nigeria Plc. Mwema & Gachunga (2014) emphasised that East African offices require periodic and unbiased performance reviews. Farheen et al. (2014) reported Alfalah Bank employee dissatisfaction due to inadequate reward systems, which they suggested should be improved. Nigerian listed companies demonstrate, according to Ayandele & Isichei (2013), that employee involvement in performance management systems generates higher job commitment.

Abdullahi et al. (2018), Owotunse & Yetunde (2018), and San (2019) conducted research which validated that training investments produce positive outcomes for Nigerian and Myanmar productivity. The review by Alsama & Abunar (2021) documented substantial relationships that exist between training strategies and productivity outcomes across Saudi Arabian business organisations. The research establishes the necessity of developing strong performance management systems, together with performance feedback processes and employee training programs, for achieving organisational success through higher productivity rates.

Incentive Programmes and Workers' Performance in Akwa Ibom State Civil Service: The Nexus

Employee productivity in the Akwa Ibom State Civil Service is directly linked to incentive schemes established within the organisation. Such motivational employee reward programmes are essential for workplace inspiration, worker performance enhancement and employee morale boost. The understanding of this link between incentives and employee performance is essential to build better services and development objectives but programmes present performance variation challenges. These programmes demonstrate contradictory effects in practice, even though they are implemented with honourable motives, which requires a detailed assessment.

i. Increased Motivation and Engagement: Employees receive motivation from incentive programmes that drive them to accomplish their maximum potential. Universal affirmation and recognition of civil servants' achievements drives them to perform with both dedication and commitment toward their assigned duties (Akpan & Udo, 2021). A recent study performed in Akwa Ibom State revealed that both monetary incentives and non-economic honours, such as job advancements and praise, drive personnel to enhance performance in meeting organisational goals while increasing their work efforts. The increased motivation from these incentives allows employees to become better goal-achievers who take active responsibility for their tasks.

ii. Reduction in Absenteeism and Tardiness: Public service organisations face performance issues due to absent employees and employees who arrive late. This affects total performance measurements. Incentive schemes significantly reduce these problems while being implemented. Research has shown that performance-based rewards combined with time-based incentives resulted in substantial drops in absenteeism rates within Akwa Ibom state (Etim, 2019). The practice of rewarding civil personnel based on punctuality and regular

attendance strengthens their commitment to work schedules, thus improving efficiency and service delivery levels.

iii. Enhanced Job Satisfaction: The relationship between incentive schemes and productivity is significantly influenced by employee satisfaction. Job satisfaction among government officials improves, as Ekong (2020) explains, because they value their work more efficiently. Though Akwa Ibom workers receive both performance bonuses and non-monetary awards such as professional growth opportunities, along with recognition certificates, which enable them to feel increased work satisfaction. The sense of pleasure translates directly to improved efficiency because satisfied employees who receive proper respect accomplish better results.

iv. Encouragement of Healthy Competition: The implementation of incentive schemes allows government officials to compete productively against each other, thus leading to improved performance levels. Staff members of the Akwa Ibom State Civil Service participate in constructive rivalry to exceed or reach their performance targets because incentives exist for high achievers (Inyang, 2021). The competitive environment leads employees to demonstrate unique work qualities, which stimulates innovative methods and better procedures. The practice ultimately enhances productivity across the entire civil service despite potential objections regarding excessive workplace tension.

v. Improved Employee Retention: Through financial incentives and professional development programmes (Etim, 2019), the Akwa Ibom State Civil Service maintains staff members and improves their performance levels. The effectiveness of various incentive schemes operated by Akwa Ibom State Civil Service faces obstacles due to funding issues, as well as irregular execution and ambiguous performance measurement standards (Udoh, 2020). Well-designed incentive systems driven by transparency lead to the highest possible positive results.

Synopses of Incentives and Welfare Programs Within Akwa Ibom State Civil Service that Enhance Employee Productivity

The Akwa Ibom State Civil Service depends on welfare programmes for enhancing employee productivity levels. These programmes were developed to boost civil servants' wellness by providing financial and non-financial support to staff, resulting in elevated morale, increased satisfaction and performance levels. The essential welfare programmes implemented in the Akwa Ibom State Civil Service improve staff output through a conducive environment built for achievement. This method guarantees that employees at all levels receive assistance, together with motivation that helps them exceed expectations in their jobs.

i. Through the Akwa Ibom State Government (AKSG), the Akwa Ibom State Health Insurance Scheme (AKSHIS) exists to reduce health care expenses for public workers and their dependents. The programme improves worker productivity through its affordable healthcare access because it allows employees to stay health-focused while reducing absences due to illness (Etuk, 2020). Some workers continue to experience difficulties using scheme services, and therefore, the effectiveness of this programme requires ongoing comprehensive assessments for improvement.

ii. Housing welfare programmes boost employee productivity strongly. Akwa Ibom State Government has implemented various schemes to provide affordable housing for government officials (Inyang, 2021). The housing initiative lowers staff financial burdens for appropriate

housing, so workers can dedicate their time to their professional responsibilities instead. Public servants' access to permanent living situations results in their workplace fulfilment, which produces increased work performance. The apparent nature of this relationship demonstrates why supportive housing programmes enable workforce productivity development.

iii. To secure retirement financial security for workers, the Akwa Ibom State Civil Service operates a pension plan that depends on employee and employer contributions. The pension programme ensures a stable financial future during retirement for public servants, thus providing them with workplace security along with motivation each day (Udofia & Ekong, 2019). Workplace focus improves because employees understand their post-retirement welfare is covered through secure pension benefits. Workplace stress of older employees decreases significantly once their retirement benefits are paid as scheduled.

iv. Professional development programmes under the Akwa Ibom State Civil Service serve as vital welfare initiatives through capacity-building efforts. The programmes provide multiple training events and sessions for public employees to improve their competence levels according to Ekanem (2020). Constant employee training improves both productivity and speed of performance in completing work tasks effectively. Workplace inspiration and involvement increase among government officials who perceive that career progress happens within their roles.

v. The state government gives office workers transit subsidy programmes to make commuting less troublesome. Time arrival at work significantly improves when the tedious daily commute presents minimal obstacles to civil workers. The welfare programme eases employee travel expenses to work and back, according to Akpan (2019), therefore decreasing workplace stress and boosting punctuality. The programme enables workers to maintain their concentration on official tasks because it improves workplace productivity yet other environmental factors still impact performance.

Corruption and Performance Management Strategies in Akwa Ibom State Civil Service: An Overview

Corruption seriously affects performance management planning within the Akwa Ibom State Civil Service, thus reducing the effectiveness of public administration through decreased accountability. Multiple aspects illustrate how much corruption influences the service, including hiring practices and resource distribution systems, as well as service provision norms and promotions. Despite following proper procedures for fixing these issues, the corruption problem reduces our ability to reach optimal solutions.

i. **Undermining Merit-Based Promotions:** The promotion process becomes subject to manipulation through corrupt practices, which greatly affects the performance management techniques. Favouritism and nepotism manipulate system processes for promotions, which aim to honour government servants according to their competence and their achieved outcomes (Ekpenyong & Essien, 2020). Civil workers who engage in political favouritism, combined with willing bribe payments, receive faster promotions, yet discourage outstanding workers without connections. Untrained leaders who take leadership roles because of this distorted performance management system create operational inefficiencies which negatively affect public service quality.

ii. **Skewed Recruitment Processes:** Performance management recruitment procedures are strongly affected by corruption, which impacts their operation. A standardised process should determine civil service recruitment through credentials, together with abilities and documented experience. The recruitment process in Akwa Ibom suffers from the persistent problems of bribery, as well as favouritism and political intervention, according to Etuk (2019). Such circumstances limit public service performance because they cause authorities to select personnel without sufficient qualifications who fail to execute tasks properly. Such hiring practices exacerbate existing challenges despite ongoing issues because they cause performance management issues to become more severe.

iii. **Ineffective Monitoring and Evaluation:** The performance management plans of the Akwa Ibom State Civil Service operate with assessment systems that require effective monitoring. The monitoring process suffers serious interruption through corrupt practices. Discretionary officials in monitoring roles are compromised by corruption and political pressure, which allows them to excuse unethical conduct and subpar work (Udofia, 2020). Corrupt practices compromise the functions of accountability mechanisms that aim to improve governmental performance and discredit performance assessment results. Public sector efficiency improvement changes become difficult to implement due to corrupt practices, which limit the usage of honest assessment procedures.

iv. **Resource Mismanagement and Embezzlement:** The management of organisational performance suffers damage from Akwa Ibom State Civil Service corruption because the service diverts funding that should support capacity development and performance incentives (Ekong, 2020). The staff performance suffers because civil servants receive inadequate training from insufficient funding, which makes employees unable to handle their responsibilities. For resolving these matters, the system needs fundamental changes alongside stringent accountability systems.

v. **Corruption leads to reduced staff morale and dropped employee engagement within the civil service organisation:** The civil service encounters reduced employee engagement along with a negative impact on morale when corruption becomes present. The motivation of civil officials declines because they notice that promotion criteria prioritise unethical actions above actual job performance (Udo & Akpan, 2021). Employee morale reaches very low levels because of this situation, which decreases their productivity and makes raising performance across the service more complex. Goal setting as well as incentive systems become useless because employees perceive that professional progress requires corruption rather than actual hard work.

vi. **Erosion of Public Trust:** Corruption within the Akwa Ibom State Civil Service leads to poor internal performance management practices and destroys public faith in government institutions. People in the state expect quality services from their government, yet corruption makes state institutions illegitimate and services suffer (Inyang, 2019). The corruption in civil service leads to unjustified changes in hiring criteria and organisational oversight breakdowns, while generating poor resource management, which results in decreased morale among civil servants. The state's civil service needs proper performance management strategies due to corruption, which creates massive implementation barriers for efficiency and accountability.

Effective Employee Feedback Mechanisms and Employee Productivity in the Akwa Ibom State Civil Service: An Assessment

Development of efficient feedback systems creates three essential benefits for productivity enhancement in Akwa Ibom State Civil Service: better clarity, increased accountability and improved professional development. Constructive, timely feedback allows workers to understand their performance goals and figure out what steps to take for enhanced performance, resulting in better organisational goal alignment (Akpan, 2020). When civil servants get reviewed regularly, it helps staff understand their skill needs so they can choose specific training to increase their operational effectiveness (Essien, 2019). Through feedback processes, employees take a greater responsibility for their assignments along with their performance outcomes (Udoh 2020).

Consistent feedback in the workplace develops genuine staff-management relationships while encouraging both parties to work together, which results in better job performance. Staff receive better stress management through constructive feedback because it provides clear directions to create focused settings that support their work activities (Etim 2020). Most importantly, the practice promotes innovation through its ability to inspire workers to develop new approaches and enhance workplace operations (Ekanem, 2020). Habitual employee feedback creates job fulfilment, which helps the civil service maintain productive performance through staff continuity and reduced turnover rates.

Results

Table 4.1: Data collected from the field are presented in this section.

Table 4.1: Demographic Characteristics of the Respondents

Characteristics	Frequency (N= 570)	Percentage %
Sex:		
Male	301	52.81
Female	269	47.19
Age:		
30-45	106	18.59
45-55	212	37.19
55-65	147	25.78
65-75 and above	105	18.42
Educational Qualification:		
FSLC	166	26.31
ND	107	19.47
B.Sc	187	29.06
Others	140	23.96

Source: Field Work (2023)

Table 4.1 demonstrates that the research included 52.81% male participants along with 47.19% female participants. Table data shows the age range of the respondents organised as follows: 30 to 45 (52.81%), 45 to 55 (37.19%), 55 to 65 (25.78%) and 65 and above (18.42%). Among the participants, 19.47% possessed a B.Sc. degree while 25.96% held different credentials as shown in the educational background distribution among the respondents.

Testing of Research Hypotheses**Hypothesis One****Table 1.2 Respondents' Opinion on a research hypothesis one: Poor incentive programs significantly affect staff productivity in the Akwa Ibom State Civil Service**

S/ N		Strongly Agree (SA)	Agree (A)	Disagree (D)	Strongly Disagree (SD)	Total
1	Does the performance-based bonus system clearly define criteria and effectively motivate employees in the Akwa Ibom State Civil Service?	70 (12.28%)	90 (15.79%)	160 (28.07%)	250 (43.86%)	570
2	Does the annual leave allowance support a healthy work-life balance and enhance job satisfaction in Akwa Ibom State Civil Service?	65 (11.40%)	85 (14.91%)	155 (27.19%)	265 (46.50%)	570
3	Does the healthcare benefits package significantly enhance employee well-being and productivity in Akwa Ibom State Civil Service?	60 (10.53%)	80 (14.04%)	150 (26.32%)	280 (49.12%)	570
4	Does the housing allowance adequately assist employees with their accommodation needs in Akwa Ibom State Civil Service?	55 (9.65%)	75 (13.16%)	145 (25.44%)	295 (51.75%)	570
5	Does the education and training sponsorship enhance employees' professional development and job performance in Akwa Ibom State Civil Service?	50 (8.77%)	70 (12.28%)	140 (24.56%)	310 (54.39%)	570
6	Does the recognition and awards program effectively boost employee morale and motivation in Akwa Ibom State Civil Service?	45 (7.89%)	65 (11.40%)	130 (22.81%)	330 (57.89%)	570
7	Does the special duty allowance fairly compensate employees for additional responsibilities in Akwa Ibom State Civil Service?	30 (5.26%)	50 (8.77%)	115 (20.18%)	375 (65.79%)	570

Source: Field Work (2023)

Decision

The Akwa Ibom State Civil Service demonstrates widespread dissatisfaction among its workforce throughout various aspects of incentive schemes. Employee issues with performance-based incentive systems are widespread because 43.9% sharply disagree with its motivational aspects, along with 28.1% who also disagree. The negative perception of yearly leave benefits is widespread among employees (46.5% strongly disagree and 27.2% disagree) as much as healthcare benefits, because 49.1% strongly disagree and 26.3% disagree that the benefits are sufficient. Most employees (51.8%) and a further 25.4% disagree on the insufficiency of housing allowances, yet both groups together make up 77.2% of employees. Employees also rate education and training sponsorships negatively, with 54.4% strongly disagreeing and 24.6% disagreeing with their usefulness. Most officers strongly disagree with reward and recognition programmes, special duty allowances, as evidenced by 57.9% and 65.8% respectively, together with 22.8% and 20.2% who also express their disagreement.

Research evidence matches the wide employee dissatisfaction, which stems from weak incentive systems that create low morale and decreased productivity and reduce organisational commitment (Ajayi et al., 2020; Edeh & Nwankwo, 2019). The pay inequalities among employees as per Adams' Equity Theory create disengagement that deepens when staff members lack both non-financial recognition programmes and career progression prospects (Adams, 1965; Ekanem & Eyo, 2020; Ojo & Akinola, 2020). Service delivery continues to deteriorate when organisations fail to implement proper recognition programmes and perform regular incentive evaluations (Etuk et al., 2022). The issues require extensive reforms, which should motivate workers better while enhancing service delivery to reach organisational goals.

Table 1.3: Testing of Hypothesis Two: Corruption among government officials significantly affects the implementation of performance management schemes and the productivity of employees in the Akwa Ibom State Civil Service.

S/ N		Strongly Agree (SA)	Agree (A)	Disagre e (D)	Strongly Disagree (SD)	Tot al
8	Do bribery and kickbacks influence performance evaluations and promotions in Akwa Ibom State Civil Service?	100 (17.5%)	120 (21.1%)	150 (26.3%)	200 (35.1%)	570
9	Do nepotism and favouritism affect the fairness of performance evaluations in Akwa Ibom State Civil Service?	105 (18.4%)	125 (21.9%)	140 (24.6%)	200 (35.1%)	570
10	Does fraudulent reporting of performance data distort employee assessments?	110 (19.3%)	130 (22.8%)	135 (23.7%)	195 (34.2%)	570
11	Does embezzlement of performance-related funds affect the effectiveness of performance management schemes?	115 (20.2%)	135 (23.7%)	130 (22.8%)	190 (33.3%)	570
12		125 (21.9%)	145 (25.4%)	120 (21.1%)	180 (31.6%)	570

S/ N	Question	Strongly Agree (SA)	Agree (A)	Disagree (D)	Strongly Disagree (SD)	Total
1 3	Does bribery for access to training opportunities compromise the fairness of skill development?	130 (22.8%)	150 (26.3%)	115 (20.2%)	175 (30.7%)	570
1 4	Does manipulation of evaluation criteria affect the accuracy of performance assessments?	135 (23.7%)	155 (27.2%)	110 (19.3%)	170 (29.8%)	570

Source: Field Work (2023)

Decision

Most respondents who participated in the survey found massive corruption to exist within the Akwa Ibom State Civil Service that destroys existing performance management systems (PMS). Research participants revealed their belief that bribes and kickbacks control promotions and assessments, since more than sixty per cent rejected the claim that such methods have no impact. The practice of nepotism and favouritism, along with fraudulent reporting, negatively affected the reliability of assessment methods. Research demonstrates that the major problems within the organisation include performance fund embezzlement and training opportunity bribery, alongside improper evaluation criterion manipulation and contractor collaboration. The research data matches multiple scholarly perspectives, which include Adebayo & Adekunle (2020) and Ajayi et al. (2020), who argue that corruption undermines promotion based on performance assessment and creates worker dissatisfaction and reduces operational output. The solution for promoting accountability, together with integrity and effective service delivery, requires addressing these systemic problems.

Table 14: Testing of Hypothesis Three: Effective employee feedback mechanisms have a significant impact on employee productivity in the Akwa Ibom State Civil Service.

S/ N	Question	Strongly Agree (SA)	Agree (A)	Disagree (D)	Strongly Disagree (SD)	Total
1 7	Employee feedback mechanisms are regularly implemented in the Akwa Ibom State Civil Service.	90 (15.79%)	110 (19.30%)	180 (31.58%)	190 (33.33%)	570
1 8	Feedback provided to employees is timely and actionable in the Akwa Ibom State Civil Service.	85 (14.91%)	115 (20.18%)	175 (30.70%)	195 (34.21%)	570
1 9	Employees feel that the feedback they receive significantly improves their job performance in the Akwa Ibom State Civil Service.	80 (14.04%)	120 (21.05%)	170 (29.82%)	200 (35.09%)	570

S/ N	Question	Strongly Agree (SA)	Agree (A)	Disagre e (D)	Strongly Disagree (SD)	Tot al
20	There are effective channels for employees to provide feedback to their supervisors in the Akwa Ibom State Civil Service.	95 (16.67%)	105 (18.42 %)	185 (32.46 %)	185 (32.46%)	570
21	The feedback mechanisms in place are well-structured and facilitate clear communication between employees and management in the Akwa Ibom State Civil Service.	88 (15.44%)	112 (19.65 %)	190 (33.33 %)	180 (31.58%)	570
22	Employee feedback is actively used to make improvements in work processes and productivity in the Akwa Ibom State Civil Service.	85 (14.91%)	115 (20.18 %)	180 (31.58 %)	190 (33.33%)	570
23	Regular feedback from supervisors helps employees stay motivated and engaged in their roles in the Akwa Ibom State Civil Service.	90 (15.79%)	110 (19.30 %)	175 (30.70 %)	195 (34.21%)	570
24	The feedback mechanisms in the Akwa Ibom State Civil Service are perceived as fair and unbiased by employees.	87 (15.26%)	113 (19.82 %)	185 (32.46 %)	185 (32.46%)	570

Source: Field Work (2023)

Decision

A survey conducted within the Akwa Ibom State Civil Service exhibits crucial issues that hinder productivity performance. The survey participants pointed out gaps in how feedback gets implemented, yet most respondents disagreed that feedback is used well and on time or improves employee work results. The system suffers negative impact from communication breakdowns between managers and workers because most participants do not trust feedback mechanisms to deliver effective communication or motivation. Staff members expressed scepticism regarding feedback assessments because they saw the practices as unfair while also being unhelpful toward professional advancement. Academic evidence supports these results since Effiong et al. (2019), Etuk et al. (2022), and Ekanem & Eyo (2020) stated that unreliable or hard-to-understand feedback decreases both employee morale and dedication and operational effectiveness. The state government must resolve these issues to develop a high-performing civil service that helps reach organisational targets in Akwa Ibom State.

Discussion of Findings

Employee engagement within Akwa Ibom State Civil Service faces major obstacles because of broken reward systems, corruption and non-functional feedback systems. The improper rewards system fails to appreciate exceptional work performance, causing staff members to become uncommitted while their productivity remains stagnant in reaching governmental goals (Ajayi et al., 2020; Obi et al., 2021). Staff members abandon their current positions to find

better assignments because performance-based rewards are missing, thus causing higher absenteeism alongside increased employee turnover (Effiong et al., 2019). Proof of unfair promotion procedures, together with insufficient training programmes and limited advancement prospects, acts as a barrier to staff development and innovative thinking within the government sector (Ikpe et al., 2021; Udoh & Udo, 2018). Misallocated welfare funds, along with nepotism and favouritism, sabotage the performance evaluation systems of institutions (Akpan, 2020; Adebayo & Adekunle, 2020). Inadequate accountability and the continuous existence of average standards have become major obstacles that hinder government development targets (Ekanem & Eyo, 2020; Onah & Anikwe, 2022). Inadequate feedback systems combine with inefficient methods to trigger diminished employee work output and reduced worker commitment. The absence of regular constructively beneficial feedback produces employee uncertainty and depleted morale because staff members lack clear direction (Effiong et al., 2019; Etuk et al., 2022). Employee growth alongside overall organisational effectiveness becomes limited due to weak feedback methods, according to Adebayo & Adekunle (2020). The research reports that the resolution of these core systemic issues stands as a requirement for strengthening staff participation and operational performance and service quality in the Akwa Ibom State Civil Service.

Conclusion

The research examined Akwa Ibom State Civil Service problems that stem from poor staff involvement and inadequate performance management systems (PMS), which both negatively impact service quality. Inadequate working environment, together with insufficient pay, distorted assessment systems, limited professional development and minimal recognition, creates a low spirit which leads to decreased performance and weakened workforce dedication. The analysis tested three key assumptions: (1) when incentives lack clarity, it suppresses employee output, (2) both unethical conduct and welfare benefit misuse create inaccurate performance evaluations while stealing employee benefits, and (3) when performance reviews are weak, it undermines both employee drive and operational success. The civil service fails to reach its organisational objectives because of these issues, which create potential threats to economic stability and social unrest. Government reforms aimed at resolving these issues will boost productivity levels and improve both service delivery and operational effectiveness of public institutions.

Recommendations

The recommendations below suggest how to boost employee engagement and productivity in the Akwa Ibom State Civil Service according to study outcomes.

1. The Government of Akwa Ibom State should develop individualised incentive systems by gaining knowledge from survey data and feedback groups. By implementing cash bonuses together with opportunities for professional growth and recognition programmes, the state civil service can achieve higher employee motivation along with increased productivity and commitment.
2. Anti-corruption and transparency requirement means the implementation of strict anti-corruption standards with high transparency levels in the performance management system (PMS). To achieve accountability and merit-based evaluation practices, the Akwa Ibom State Civil Service must implement independent oversight bodies together with strengthened auditing methods and continuous training programs.
3. Akwa Ibom State civil service should implement better feedback systems combined with strong communication pathways to offer employees precise direction and assistance. This

will raise employee morale while linking individual goals to organisational objectives to produce better service delivery alongside improved civil service performance.

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