**THE IMPACT OF PERFORMANCE MANAGEMENT SYSTEM ON SERVICE DELIVERY: A CASE STUDY OF THE NIGERIA PUBLIC SERVICE COMMISSION**

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# ABSTRACT

Performance management is an essential tool meant to improve organizational performance both in the public and private sectors. In order to realise the effectiveness of performance management for improving organisational performance, organisations develop and implement a performance management system (PMS). PMS becomes a strategic approach to transform the organisational culture of the public institution; the system integrates the management of organizational and individual performance, with a focus on the contribution of individual employee performance to the overall organizational performance. The Nigerian Public Service Commission introduced a PMS for improving the performance of employees which in turn realises the improvement of public service delivery. However, the continued poor service delivery of the public sector has created negative public impressions of PMS. Therefore, this study analysed the impact of performance management system on public service delivery in the Public Service Commission of Nigeria. The analysis was based on the secondary research involving the review of the studies done by other researchers on performance management system and practices in the public sector institutions in Nigeria to identify the gaps and challenges associated with public service delivery. Thematic qualitative data analysis approach was used in this study and analyse published content of the impact of the PMS on performance and service delivery. The results showed that Nigeria has developed, adopted and implemented the PMS. Results also showed that the PMS was not successful in achieving the desired outcomes. Following the results, the study concluded that the PMS and the PM practices of all the Nigerian public sector institutions as a group have failed to improve employees’ performance and service delivery. From the results and conclusions, the Public Service Commission of Nigeria and other related stakeholders are recommended to adapt the PMS continue the groundwork to address the prevailing dilemma of strategic planning and set clear and realistic goals. Furthermore, it is recommended employees must be engaged and involved when designing and implementing the PMS.

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# CHAPTER I: INTRODUCTION

# Introduction

The concept, performance management is broad and in briefly, it refers to the continuous process of identifying, measuring and developing performance in an organisation by linking each individual’s performance and objectives to the organisational overall mission, goals and objectives (Aguinis, 2013). Performance management gives additional value to the organisation by supporting organisational processes and improving the organisational performance (Puhakka, 2018). In 1990, the Nigerian Public Service inherited a performance appraisal system (PAS) from the South Africa government (Kapofi, 2009). The inherited PAS was used to evaluate staff performance in the public service until 1996, when a new PAS was introduced (Republic of Nigeria, 1995). Towards the end of 1998, this old and inherited system was suspended due to its limitations and poor support towards the improvement of organisational culture (Kapofi, 2009). Then, in 2002 the Public Service endorsed a new Performance Management System (PMS) which is aimed to ensure accountability, and improve staff performance as well as boasting service delivery in the public institution. However, in 2014 the PMS report showed that “none of the government institutions had fully implemented the aforementioned system from 2006-2014” (Republic of Nigeria, 2014). Tjivikua (2017) also noted that there were concerns even by those who tried to implement the PMS. Furthermore, Mbanga (2018) observed that since 2006 the implemented PMS had been failing to achieve its goals. Nevertheless, the PMS has successfully achieved its goals in countries like Australia, Finland, France, Canada, Japan, Malaysia, New Zealand, Singapore United Kingdom and the United States of America (Sulle, 2014, p.35). The problem may be because of the Western orientation of the PMS. It is for this reason that Ohemeng (2010) warned African countries not to implement western management practices that are not adapted to the contexts of Africa.

Performance management is essential mechanism to improve the organizational performance. It came in effect with the intention of managing the performance by providing clear direction between an individual employee’s performance and the organizational strategic objectives (Sathornkich, 2010). Bana (2013) states that effective performance management requires the

institutional and legal frameworks with the latter being a soft tool for enforcing compliance with performance management requirements. Therefore, the PMS is an institutional and legal framework for effective performance management. According to Qureshi, Shahjehan, Zia-ur- Rehman and Afsar (2010), PMS is a strategic and organizational approach, which describes, evaluates, executes, and improves organizational performance constantly. This makes it necessary to investigate the performance management (PM) practices of public sector institutions in Nigeria to determine its impacts on public service delivery. This study reviews the studies done on performance management system and practices in the public service institutions of Nigeria to identify the gaps and challenges associated with regard to public service delivery.

# Statement of the problem

An effective PMS sets measureable objectives, output~~s~~ targets, key performance indicators, and timeline to achieve desired results (Aguinis, 2013). Since the implementation of PMS in public service of Nigeria in 2006, poor employee performance and poor service delivery have been a burning issue (Tjivikua, 2017). The continued poor service delivery of the public sector has created negative public impressions of PMS, which under the mandate of the Public Service Act (Act No. 13 of 1995), was expected to empower public servants to provide quality service delivery to the citizen (Tjivikua, 2017). The reason for this negative situation can be linked to the poor design of the public sector organisations (Mbanga, 2018: Shafudah, 2011) Sulle (2014) reiterated similar sentiments by stating that poor implementation of PMS has contributed to fraud, wasteful expenditure, corruption, economic crises and decrease in productivity since employees’ performance is not well monitored, measured and controlled.

Considering the efforts made by the government of the Republic of Nigeria and the Public Service Commission of Nigeria. This study is focused on the analyses the impact of performance management system on public service delivery in the Public Service Commission of Nigeria. The analysis is based on the Secondary research involving the review of the studies done by other researchers on performance management system and practices in the public service institutions in Nigeria with the reason to identify the gaps and challenges associated with public service delivery.

# Objectives of the study

* To identify the performance management system used in public service institutions in Nigeria.
* To determine how the performance management system is linked to the to the performance management cycle.
* To assess the extent at which performance management system in public service institutions in Nigeria improve employee performance and service delivery.
* To recommend strategies for improving performance management practices to enhance employee performance and service delivery in the public service institutions in Nigeria.

# Research questions

* What is the performance management system used in public service institutions in Nigeria?
* To what extent do performance management system in public service institutions in Nigeria improve employee performance and service delivery?
* What strategies can be adopted for improving performance management practices to enhance employee performance and service delivery in the public service institutions in Nigeria?

# Importance and benefits of the study

The findings of this study will assist the Public Service Commission of Nigeria to identify drawbacks and discern its performance management system. Furthermore, the Public Service Commission of Nigeria will able to realise reasons behind the lack of improvement of the individual performance and poor service delivery in the public service. Furthermore, the study will add value to the body of knowledge associated with performance management and public service delivery.

# Limitations of the study

The study methodological approach is qualitative based on evaluation of secondary data from previous studies. Therefore, the approach and methodology does not factor in views and opinions of the current stakeholders and institutions involved in performance management and service delivery in the public sector.

# Structure of the Research Report

This research study is organised into five chapters as described below:

**Chapter 1: Introduction**: The chapter introduces that study, describes the research problem, outlines research objectives and research questions before explain the benefits of the study and limitations of the study.

**Chapter 2: Literature review**: The chapter reviews the literature related to the research topic. **Chapter 3: Methodology**: The chapter describes, explains and justifies the procedures and the methods followed in the research process.

**Chapter 4: Results and Evaluation** of Data: The chapter presents and evaluate the results of the secondary research study.

**Chapter 5: Discussion and Conclusion**: The chapter discusses and concludes the study based on findings and proposes recommendations for future action.

# Conclusion

The chapter introduced the study and gave an overview of the study in terms of the research problem, research objectives, research questions, the benefits of the study and limitations of the study. Following the overview of this study is a chapter that reviews the literature related to the research topic. The literature review chapter compiles and evaluates published information from text books and journal articles by comparing and contrasting each source to other relevant literature on the topic.

# CHAPTER 2: LITERATURE REVIEW

# Introduction

This chapter reviews the published literature related to the research study topic. The literature reviewed in this chapter include performance management, performance management systems, performance management cycle, strategic practices of PMS in the public service of Nigeria and the impact of the performance management system in the public service in Nigeria.

# Performance management

Jan et al (2004) summarizes the origin and evolvement of performance management as given below. The origin of performance management can be traced to the dawn of human civilization and the pyramids in Egypt gives an inkling that centuries ago a viable performance management system existed which made possible the construction of such super structures by human beings (Jan et al, 2004). However formal appraisal system began in the past when there was need to find the source of income justifications which could provide basis for determining employees’ performance based wages and salaries. The foundation of performance management lies within the literature stream on performance appraisal.

Public institutions are mostly designed in a mechanistic or bureaucratic structure with centralization, formalization and specialization considered as means to achieve efficiency. The daily routine in mechanistic organization are based on the set rules, policy and procedure and as a result, employees’ performance is determined by compliance (Ramanathan, 2008). Performance management as a system will not be able to improve anything in bureaucratic system that a rigid as the appraisal results requires continuous changes. The early management scientific belief was that an organization operate like a machine and people were regarded as part of the machine that require to be controlled for it to bring about the desired results. The system designed simple and repetitive tasks to avoid mistakes, however, that only worked well in the manufacturing industry rather than in the service industry. The public institution adopted appraisal system using the scientific management system of strict rules and regulation to ensure alignment and control

through the layers of hierarchical bureaucracy. People contribution were based on their traits and behaviors taking into consideration the issues of punctuality, diligence, grooming and cooperation; that implies that the more complying the employees is the higher the rate of being valuable to an organization. however, that scenario remain a hypothesis to be proven because attendance does not necessarily mean performance.

On the other hand, performance appraisal may suite well in the organic structure because it allows flexibility and responsiveness (Ramanathan, 2008). This type of institution supports the contingent believer that view an organization as an open system that operate daily by interacting with an environment of unfolding changes. This dynamic nature requires decision makers to develop non- routine problem solving skill to address the uncommon trends posed by the system to enable adoptability as well as sustainability (Ramanathan, 2008). Performance management cycles as a system therefore need to be flexible and responsive by addressing the real issues derived from the performance review of the employees.

Armstrong and Baron (1998), claimed performance management is a strategic and integrated approach to delivering sustained access to organisation by improving the performance of the people who work in them and by developing the capabilities of teams and individual contributors. Vijay and Jayachitra (2000) mentioned performance management is building performance appraisal by adding the related communication and action on the progress achieved against determined goals. Performance management can be distinct as an ongoing process of improving the knowledge and skills needed by individual or team members to meet organisational performance targets (Bussim, 2012). This process is a critical element that need to be at the core of all government institution, because it gives strategic direction and guidance on how resources are going to be allocated in a manner that is appropriate towards the achievement of determined goals and objectives. The main target of performance management is to improve product or service delivery through effective and efficient solicitation of resources.

# Performance management system

The term ‘system’ implies that performance management activities belong to a larger set of practices. This form an integrated process that links individual behavior to the organisational objectives. Traditionally performance management systems have been implemented as a means of managing and measuring the performance of individuals or teams by providing clear processes to evaluate performance (Ferreira & Otley, 2009). The objective is that such systems support the strategy and goals of the organization thereby promoting a transparent system, all employees are encouraged to contribute individually or in groups towards the achievement of the strategic direction of an organisation (Aguinis, 2009). As a result, performance management system can be defined as an integrated cycle for performance management. Accordingly, PMS has been defined as an incorporated set of planning and reviewing the procedures which cascade down through the organisation to provide a link between each individual and the overall strategy of the organisation (Goddard, 2002).

According to the Sherif (2002) PMS came to hands ten years ago to answer following questions faced by many organisations namely: How are we performing, are we investing in the right project, what is our cash flow and What do our customers think of us?

Jan et al (2004) cited defined PMS as a ‘continuous process of determining goals of the organisation and transmitting of feedback’ and its purpose is to differentiate good performance from poor performance. The process of performance appraisal enables the institution identify the gap in terms of skill requirement and in this manner suggests the provision of performance support activities, as well as encouraging the individuals to maximize their efforts in the next cycle. Performance cycle enable an organisation to take a holistic approach in terms of improving the developmental areas discovered during the previous review. The cycle system approach address issues in a broader context of interaction and interdependence of the other parts to ensure that common aim is achieved (Coens & Jenkins, 2002). As a matter of fact, where there is no appraisal cycle means no feedback given which at in the end means no counselling or motivating employees.

The appraisal result informs an organization about who the deserving employees are that need to be granted better compensation in line with the value the add to the organisation (Coens & Jenkins, 2002). This method promotes fair compensation and at the same time motivate other employees to double up their commitment with the motive of attaining a best reward level.

The main aim of PMS according to Boipono (2014) is to improve accountability, performance, communication, efficiency and effectiveness among civil servants or employees. Jan et al (2004) brings out the importance of PMS in improving organisational performance, which in turn, improves employee performance. PMS also enables organisation to come up with strategies to achieve goals in a desired fashion. As cited by Gelade (2003) PMS have a significant influence on employee turnover and productivity, and on short and long term corporate financial performance. PMS should be well-planned in advance and should be executed in systematic way then it enables to provide determined training and development need which improve the performance of employees (Vijay & Jayachitra, 2000). The original purpose of performance management and appraisal to ensure that through it both employee and organisation achieve better results and improve quality. Performance appraisal process spells out the alignment between the individual employee and the organizational objectives.

# Performance management cycle

According to Donovan (2019), performance management cycle is a part of the performance management process or strategy that utilizes a continuous four-stage process of performance planning, performance monitoring, performance reviewing and performance rewarding. Additionally, other authors like Mabey, Salaman and Storey (1999) as cited by Olufemi (2014) use the following terms for the performance management cycle, setting of objectives (same as planning), Measuring the performance (same as performance monitoring), Feedback of performance results (same as performance reviewing); and Reward system based on performance outcomes (same as performance rewarding).The cycle suggests how performance management as a system should be implemented in an organization (Olufemi, 2014). Performance management cycle is an operational management practice that helps an organisation to effectively plan, allocate tasks, monitor and review the employees’ contribution towards the realization of the overall

organizational objectives. Rewarding employees is an independent variables of performance management practice while improved performance as desired outcome associated with improved service delivery is the dependent variable.

Anghuwo (2018) stated that there are three basic practices of performance management cycles and these are: make time (support for PMC has to start at the top), tie coaching in (Managers should see themselves as coaches for their employees and act accordingly) and continuous development (A cycle is a never-ending process). These practices should be implemented along the way to make sure that the performance management cycle is effective (Anghuwo, 2018). At some point one cannot talk about performance management/improvement without linking it to change management and this may be one of the reason performance management is a never-ending process because it is taking place in an environment full of changing demands. Every time the performance reviews are conducted there are some performance related problem that are discovered and this process will enable the supervisor and subordinate to deliberate and reach mutual agreement of the improvement activities (Dyness, 2014).

Appraisal feedback enhance communication and form unit within an organisation thereby creating rapport among the employees. Performance feedback given in a constructive manner creates an atmosphere of openness and trust which unleash intrinsic motivation as well as heart-felt commitment in the employees (Coens & Jenkins, 2002). According to Abraham Maslow as cited human being are motivated by the need that require to be fulfilled, and one of the main need is social belongingness. People’s reaction to an organizational demand depends on how they are treated. Therefore, a balance of respect and assertiveness needs to be set in order to cultivate trust and a sense of positive regard from the people that are being led (Dyness, 2014). This require a leadership with an appropriate regard to the social aspect of worker that will consequently encourage or influence followership. People are naturally motivated by having sense of recognition or seeing the extent to which of their effort is valued by the organisation, that then will promote a sense of ownership and fulfil their inherent need of belongingness. However, if the supervisor has not mastered the interpersonal relation skills, what was meant for good can easily turn into a nightmare.

In as much as performance management have not yielded the desired outcome in many African countries, its original purpose does not justify the process to be completely halted. Developed countries are encouraging their firms to adopt learning organisation principle to enable them to continues researching best practices that fit in well with the dynamic working environment. Although, the application of performance appraisal fails to achieve it potentials, studies are underway to do away the machine model, since it is clear that human being do not excel in a premised control and mistrust. Therefore, there is a high expectation of a new performance management model that will be more dynamic and organic. The model will attribute the organizational outcome to the interaction of organisational system and structure that will capitalize on freedom rather than control (Coens & Jenkins,2002).

# Strategic practices of PMS in the public service of Nigeria

Nigeria as a country and as a member of global world also took part in the sector reform by recognising and reintroducing PMS back in the public service. The Office of the Prime Minister adopted a new policy as a deliberate effort to improve the quality of service delivery in the public institution. This principle policy was effected as an action plan toward the fulfilment of the bigger plan of Nigeria, called Vision 2030 (Office of the Prime Minister, 2005). As a support system, the Department Public Service Management in the Office of the Prime Minister through its Division: Efficient Charter Unit embarked on the project of improving existing structures, creating awareness with the intention to promote a productive and quality conscious culture in the public service. The project further, developed for the individual offices and ministries strategic plans and customer charters; as though the above was not enough appropriate training was provided to the accounting officers and permanent secretary of offices/ministries to instil effective management skills in the public service (Ayeni, 2002).

PMS is a wheel that drives target achievement consequently, its policy strives to align the employees’ skills against their job specifications as stipulated in the organizational strategic objectives. As Saiyadain (2008) mentioned that PMS is an experience enabler it allows employees to set ambitious yet realistic goals; thereby availing the process of learning and professional growth in the process which subsequently will lead to organisational growth.

Performance evaluation in an organisation serves the best purpose of promoting continuous development in the public service. The process of performance management has some elements that allows the employer and the employee to redefine their goals and Key Performance Indicator (KPI) to meet the demand of the current situation. The process also accords the employees an opportunity to identify their own developmental need and programs (Yadav, 2021). The management of an organisation then takes up the responsibility to ensure that training and performance support initiative are to meet the skills development identified in the personal developmental needs.

The use of Information Communication Technology (ICT) gain momentum as an engine of optimum performance targets all over the world. The business world evaluates their performance by considering customer satisfaction, in the same manner the PSC as an administrative head of government business focuses on the introduction and recommendation of policies that bring satisfaction to its client (the public). One of the strategic pillar highlighted in Nigeria Vision 2030 in e-Government Strategic Action Plan of the Public Service of Nigeria (2014-2018) states that “Nigeria aims to become a prosperous and industrialized nation, developed her human resources, enjoying peace, harmony and political stability; and envisions itself being a “knowledge-based economy and a technology-driven nation”. The e-government policy signify that industrialization can only be achieved by having competent public servants using ICT as it has been identified a tool of maximizing timely service delivery in the public service. Giner (2016) study revealed that the boaster of performance includes supporting the existing management with information technology.

The concept public service reform is a challenge taken by many governments to address the weakness associated with the traditional method of public administration. Many times if the term public service is mentioned a possible explanation could be bureaucracy, delays, poor services and inefficiency. As a result, a reform initiative was undertaken with a believe that, even though public service guidance and decisions are centralized there is a way to eradicate a rigid format by incorporating transparency, participation and value addition to service delivery (Lane, 2005). The existence of public service is to improve the welfare of the members of the public meaning

measuring the effectiveness of public service performance depends on the live improved as well as reduced complain regarding the service provided. Lane’s study signifies the principle of democratic society by promoting public empowerment, improving the quality of service provision and allowing the dissatisfied citizen to share their feelings without fear or victimization.

Performance improvement and capacity building are inseparable concepts denoting that excellent results are achieved by knowledgeable and skillful personnel. The government of the Republic of Nigeria is not ignorance with regard to capacity building as it is justified by the establishment of Nigeria Institute of Public Administration and Management (NIPAM) in terms of the act of parliament, NIPAM Act 2010, (Act 10 of 2010). The main objectives of NIPAM are to promote an effective public administration and build capacity of the Nigerian public servants (Josh, 2017).

# The impact of the performance management system in the public service: An empirical review

Makhubela and Botha (2016) conducted a quantitative study to examine employee perception regarding the effectiveness of PM in South Africa public sector institutions. The study reveals that effective PM is made up of seven key elements, namely, goal establishment, employee engagements, management commitment, performance training, performance-oriented culture, performance appraisal fairness and the link between performance and rewards. The elements stated above are justifying that fact that people do not perform to the best of their ability in a controlled environment but they need a sense of recognition and involvement.

Ratnawat and Jha (2013) investigated the effectiveness of PM in India by reviewing scholarly journals which were available from 1972 to 2012 on the subject matter. The study revealed that performance measurement, transparent and timely communication, continuous feedback and use of performance data to determine employee training and development needs are some of the key elements of effective PM. The views expressed above show that, there is no consensus on what effective PM-practices entail – that is a contextual gap still exists.

Nelongo’s (2016) study investigated the constraints and the success factors in the implementation of PMS in the Nigerian public sector. The results have shown that funds were made available, employees were trained and oversight bodies were established to support the implementation process but still the PMS had been failing to achieve the desired results. The findings of Nelongo (2016) may also be an indication that the system is improperly designed. The problem with the findings and the recommendations of Nelongo are that the sample size of 19 from which the data was collected was quite small. Mbanga (2018) analyzed employee’s perceptions regarding the implementation of PMS at the Directorate of Sports. The study revealed that the implementation of PMS has failed, because it was not adapted to the prevailing setting and environment of sports in the country.

Anghuwo (2018) analyzed the implementation of PMS at the Ministry of Finance and found that the implementation has failed due to lack of employee engagement. In another study, Tjivikua (2017) explored the perceptions of employees concerning the PMS at the Ministry of Home Affairs, and this showed that PMS is the right tool to enhance employee performances, reinforcing Anghuwo’s (2018) findings. Because each of these studies was restricted to a specific Department/Ministry, their results and findings can only give limited insights into the PM practices of the whole public sector and their recommendations may only apply to the individual unit they studied. This means that the PM practices of all the Nigerian public sector institutions as a group has not been evaluated to establish the reasons why PM-practices have failed to improve employees’ performance and service delivery.

Schultz and Jordaan (2015) conducted a quantitative study to assess the effectiveness of PMS in the government departments in South Africa. The findings of the study showed that lack of knowledge concerning effective PM is a major cause of PM failure, thus effective training should be provided. Noronha, Aquinas and Manezes (2016) assessed the implementation of PMS in Indian organisations by reviewing sixty scholarly journals in the field. The results have shown that PM fails due to the adoption of outdated theories and models (theories and models which are not tested). The study recommended that PM should be regularly updated or reviewed (Noronha et al., 2016). Although, his studies South African based, the principle results and findings may have

applicable relevance to Nigeria, due to the fact that Nigeria remains a little sister to South Africa and there are many commonalities between them including their currencies.

Most literature reveal that PMS has not reached its desired outcome due to some challenges associated with the implementation process. The implementation and efficient functioning of PMS in the public service of Nigeria was noted among the millennium challenges that are mainly associated to the need of successful training and development (IBP, 2013). As with other policies Nigeria has good policy documents however, they mostly reach the dead end at the implementation stage. The country is known for what can be thought to be cosmetic presentation of policies that always fail due to lack of coordination between relevant offices/ministries as well as the political decision of what can be termed as shooting its own feet by cutting development budget (Hope, 2020).

# Conclusion

This chapter reviewed literature related to the research study research topic and research objectives. The literature reviewed include performance management, performance management systems, performance management cycle, strategic practices of PMS in the public service of Nigeria and the impact of the performance management system in the public service. As indicated in the introduction lack of understanding of the system is the most underlying factor behind performance management failure. Therefore, PMS need to be researched in an African context based on the real situation around the developing nations like Nigeria.

# CHAPTER 3: RESEARCH METHODOLOGY

# Introduction

This chapter describes, explains and justifies the procedures and the methods followed in the research process. The research approach, the research design, data analysis and the research ethics are described, explained and justified in this chapter.

# Research approach and research design

This research study adopts a qualitative research approach that involves collection and analysis of qualitative content data related to performance management system on service delivery in the public service derived from various published books and research journal articles. The research design for the study is qualitative content analysis as a case study of Public Service Commission of Nigeria.

# Data and content analysis

The data for the study is the content published text books and research journal articles on performance management system on service delivery in the public service in Nigeria. The period of the content analysed performance management system on service delivery in the public service is between 1990 until 2020. This period was purposively selected because of its significance on the new political governance after Nigeria as a country gained its independence. This study is qualitative thus, its approach is based on content analysis, thematic qualitative content analysis that analyse published material on performance management system on service delivery in the public service in Nigeria. Thematic analysis involves identifying patterns or themes within the content of qualitative data (Maguire & Delahunt, 2017). The analysed content is presented in the form of thematic content as findings in Chapter 4 of this research report.

# Research Ethics

Ethics applicable to this content analysis research study and to be considered include reporting the findings honestly with objectivity, integrity and consistency (David, 2020). All sources of content used and analysed will be acknowledged, cited and referenced accordingly.

# CHAPTER 4: RESULTS AND EVALUATION OF DATA

This chapter presents the results of the content analysis of data to assess the impact of performance management system on service delivery: A case study of the Public Service Commission of Nigeria. The data analysed is the content of the published literature that highlights the impact of performance management system on service delivery in Nigeria for the period ranging from 1990 until 2020. The analysis of the data collected was guided by the following research objectives:

* To identify the performance management system used in public service in Nigeria.
* To determine how the performance management system is linked to the to the performance management cycle.
* To assess the extent at which performance management system in public service institutions in Nigeria improve employee performance and service delivery.
* To recommend strategies for improving performance management practices to enhance employee performance and service delivery in the public service institutions in Nigeria.

The results of the analysis presented in this chapter are therefore, in line with the objectives of the study. The results presented as findings are discussed by being compared with the theoretical perspectives of the impact of performance management system on service delivery and the empirical results of previous similar studies from other countries.

# 4.1 Results

The results in this section are presented in line with the research objectives. The purpose is to ensure that all research questions have been addressed in order to make a feasible conclusion.

# Performance management system used in public sector institutions in Nigeria

Performance management system is a larger set of practices forming an integrated process that links individual behaviour to the organisational objectives. The objective is that such performance management systems support the strategy and goals of the organisation and that by having a transparent system (Aguinis, 2009). The intention of the public service to develop and adopt PMS

to improve accountability, performance, communication, efficiency and effectiveness among civil servants or employees (Boipono, 2014).

Nigeria developed, adopted and implemented a PMS for the purpose of improving the performance of the public service for effective and efficient public service delivery. In order to make sure that the system is properly implemented for achieving the desired outcomes, the Nigerian public service made funds to be available, trained employees, and set up oversight bodies for supporting the implementation process (Nelongo, 2016). However, some of the implementation practices for the success of the PMS were not considered and these include failure to adapt the PMS to the prevailing setting and environment of the Nigerian public sector (Mbanga, 2018), lack of employee engagement (Tjivikua, 2017) and improper design of the PMS (Nelongo, 2016).

# Linkages between performance management system and the performance management cycle

Performance management cycle is a sub-component of the broad PMS and involves management- related practices that include objectives setting (same as management planning), measuring the performance (same as performance monitoring), feedback of performance results (same as performance reviewing) and mostly concluding with reward system based on performance outcomes (same as performance rewarding) (Mabey, et al., 1999; Olufemi, 2014). Although the above statement use the word conclude it simply mean the final step taken before the new cycle starts. The performance management cycle is an input to the implementation of the performance management system in an organization (Olufemi, 2014). Performance management cycle practices are independent variables while improved performance as desired outcome associated improved service delivery is the dependent variable.

# The extent at which performance management system in public service in Nigeria improve employee performance and service delivery

The Nigerian service introduced and implemented the PMS but the analysis of employee’s perceptions regarding the implementation of PMS at the Directorate of Sports revealed that the implementation of PMS has failed (Mbanga, 2018; Anghuwo, 2018). The reason for failure was attributed to the fact that the PMS was not adapted to the prevailing setting and environment of sports in the country (Mbanga, 2018). Apart from failure to adapt the PMS to the prevailing setting and environment of sports in the country (Mbanga, 2018), the implementation in the Ministry of Finance also failed due to lack of employee engagement. The failure is not limited to a few public sector institutions, but the whole spectrum of the public sector institutions in Nigeria. The studies by Tjivikua (2017) on the perceptions of employees on the PMS at the Ministry of Home Affairs and Anghuwo (2018) on the implementation of PMS at the Ministry of Finance all revealed that PM-practices have failed to improve employees’ performance and service delivery.

To this end, it can be deduced that the adoption and implementation of the PMS in public service institutions in Nigeria has not yet yielded the positive desired results. The management and policy-makers and the Public Service Commission of Nigeria need review/revisits the objectives, implementation policies and desired outcomes of the PMS for improved individual employee performance and service delivery to the public service.

# Strategies for improving performance management practices to enhance employee performance and service delivery in the public sector institutions

The strategies identified for improving performance management practices to enhance employee performance and service delivery in the public sector institutions are associated with the factors that caused failure of the implementation of the PMS. Taking into consideration the factors that caused failure of the implementation of the PMS as the departure point, strategies for improving performance management practices to enhance employee performance and service delivery should include among other:

* Adaptation of the PMS to the prevailing setting and environment of the public sector organisation and practices when designing the PMS (Nelongo, 2016; Mbanga, 2018).
* Engagement and involvement of public sector employees at all levels when planning and deciding the implementation of the PMS. This should include all stages from decision making and planning to the implementation and evaluation of the progress of the implementation.
* Realisation of employee motivation for improved performance and effective PM through goal establishment, employee engagements, management commitment, performance training, performance-oriented culture, performance appraisal fairness and the link between performance and rewards (Makhubela & Botha, 2016).

# 4.2 Conclusion

This chapter presented the results of the content analysis of data for investigating the impact of performance management system on service delivery in Nigeria. The results have been presented as findings in line with research questions. The results have showed that Nigeria has developed, adopted and implemented the PMS. Results also showed that the PMS was not successful in achieving the desired outcomes. The next chapter concludes the research study and provides recommendations for future action.

# CHAPTER 5: DISCUSSION AND CONCLUSION

# Introduction

This study was done to investigate the impact of performance management system on service delivery: A case study of the Public Service Commission of Nigeria. The study was done through literature review and content analysis of published data on the impact of performance management system on service delivery.

Following the literature reviewed in chapter 2 and the results of the analysis presented in chapter 4, this chapter concludes the research study and gives recommendations for future action to enhance the performance management system for effective public service delivery.

# Conclusions

The conclusions in this section are presented in line with research questions to ascertain complete conclusion of the research report. Therefore, the conclusions are as follows:

* Nigeria developed, adopted and implemented a PMS for the purpose of improving the performance of the public service for effective and efficient public service delivery. The implementation of the PMS was supported by availing funds training employees and establishment of oversight bodies for supporting the implementation process. However, some of the crucial elements of the successful implementation process were not considered and these include failure design the PMS according to the prevailing Nigerian Public Sector set-up, lack of employee engagement and improper design of the PMS.
* The performance management system is linked to the to the performance management cycle since the later acts as the operational and management input to the PMS through setting target objectives, measuring the performance, feedback of performance results and reward system based on performance outcomes.
* The analysis of the extent at which performance management system in public sector institutions in Nigeria improve employee performance and service delivery leads to a conclusion that the PMS and the PM-practices have failed to improve employees’ performance and service delivery in the Nigerian Public Service.
* Finally, it can be concluded that the PMS and the PM practices of all the Nigerian public sector institutions as a group have failed to improve employees’ performance and service delivery.

# Recommendations

Recommendations presented in this section are the strategies for reviewing the current PMS to improve performance and public service delivery in the Public service of Nigeria. For the purpose of improving performance and service delivery, the Public Service Commission of Nigeria and other relevant stakeholders are recommended take the following actions:

* Adaptation of the PMS to the prevailing setting and environment of the public sector organisation and practices when designing the PMS.
* Engagement and involvement of public sector employees at all levels when planning and deciding the implementation of the PMS. This should include all stages from decision making and planning to the implementation and evaluation of the progress of the implementation.
* Realisation of employee motivation for improved performance and effective PM through goal establishment, employee engagements, management commitment, performance training, performance-oriented culture, performance appraisal fairness and the link between performance and rewards.

# Areas for further study

A study of this nature can be using a mixed research approach that involve collection of qualitative and quantitative primary data through interviews and questionnaire surveys to gain a full understanding of the impact of PMS of performance and service delivery.

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