

# **IMPACT OF MANAGEMENT POLICY ON EMPLOYEES' PERFORMANCE IN PUBLIC SECTOR**

**(A CASE STUDY OF KWARA STATE MINISTRY OF FINANCE, ILORIN)**

**BY**

**OLADOKUN TOMIWA NAIMOT**  
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## **CERTIFICATION**

This is to certify that this project has been read and approved as meeting the requirement for the award of Higher National Diploma (HND) in Business Administration and Management Department, Institute of Finance and Management Studies, Kwara State Polytechnic Ilorin, Kwara State.

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**MR. ABDULLAHI I.**  
**(Project supervisor)**

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**DATE**

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**MR. UMAR B. A.**  
**(Project Co-ordinator)**

---

**DATE**

---

**MR. ALAKOSO I.**  
**(HEAD OF DEPARTMENT)**

---

**DATE**

---

**EXTERNAL EXAMINER**

---

**DATE**

## **DEDICATION**

My special dedication goes to the almighty God, my beginning and my ending, the one who made this project a huge success. I appreciate for the divine wisdom, knowledge and understanding He gave me throughout the period of my research work.

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# **CHAPTER ONE**

## **INTRODUCTION**

### **1.1 Background to the Study**

In today's dynamic and competitive business environment, organizations recognize the critical role played by their employees in achieving overall success. Employee performance is a multifaceted concept that encompasses productivity, job satisfaction, and the ability to meet organizational goals. One of the fundamental determinants of employee performance is the set of management policies implemented within an organization. These policies, ranging from leadership styles to communication strategies and performance appraisal systems, shape the work environment and influence the behavior and productivity of employees.

Effective management policies serve as the foundation for organizational success. They provide a framework for decision-making, guide employee behavior, and align individual efforts with broader strategic objectives. As organizations strive to adapt to an ever-changing business landscape, the impact of management policies on employee performance becomes a crucial area of exploration. By understanding and optimizing these policies, organizations can create a work culture that fosters employee engagement, motivation, and continuous improvement.

Leadership is a key aspect of management policy that significantly influences employee performance. Different leadership styles, such as transformational, transactional, and laissez-faire, have varying effects on employee motivation and job satisfaction. Research by Avolio and Bass (1991) suggests that transformational leadership, characterized by inspiration and intellectual stimulation, positively correlates with employee performance. Conversely, autocratic or micromanagement styles may lead to dissatisfaction and decreased productivity (Bass, 1985). Understanding how leadership styles impact employee performance is essential for organizations aiming to cultivate effective leadership at all levels. Effective communication is a cornerstone of successful management. Clear and transparent communication channels facilitate understanding, collaboration, and a sense of belonging among employees. Research by DePietro et al. (2019) highlights the importance of open communication in fostering a

positive work environment. In contrast, poor communication can lead to misunderstandings, decreased morale, and ultimately hinder employee performance. Analyzing the link between communication strategies and employee performance provides valuable insights into how organizations can enhance their internal communication practices.

Performance appraisal systems play a pivotal role in shaping employee motivation and productivity. A fair and transparent evaluation process can serve as a motivational tool, encouraging employees to strive for excellence (Milkovich & Boudreau, 1991). However, poorly designed or biased appraisal systems can have detrimental effects on morale and job satisfaction. Investigating the impact of performance appraisal systems on employee motivation helps organizations refine their evaluation processes, ensuring they align with employee expectations and organizational objectives.

Employee engagement initiatives encompass a range of activities designed to enhance the connection between employees and the organization. These initiatives, such as training programs, recognition systems, and work-life balance policies, contribute to overall job satisfaction and performance. Research by Harter et al. (2009) emphasizes the positive correlation between engaged employees and key performance indicators. Understanding how specific engagement initiatives impact organizational performance provides organizations with actionable insights to design and implement effective employee engagement strategies.

The impact of management policies on employee performance is a multifaceted and dynamic field of study. By examining the relationships between leadership styles, communication strategies, performance appraisal systems, and employee engagement initiatives, organizations can gain a comprehensive understanding of how these policies collectively shape the workplace environment. This research seeks to contribute to the existing body of knowledge, providing practical insights that can guide organizations in optimizing their management policies to foster a culture of high performance and sustained success.



## **1.2 Statement of Research Problem**

The focal point of this study is to illuminate the intricate relationship between management policies and employee performance within organizational settings. As organizations navigate the complexities of the contemporary business landscape, the influence of management policies, encompassing leadership styles, communication strategies, performance appraisal systems, and employee engagement initiatives, on employee performance remains a critical area requiring in-depth exploration.

Leadership styles, ranging from transformational to autocratic, have been identified as significant determinants of employee motivation and productivity (Bass, 1985; Avolio & Bass, 1991). However, the nuanced impact of specific leadership styles on day-to-day employee performance remains an underexplored aspect.

Effective communication, recognized as fundamental in fostering positive work environments, influences employee collaboration, understanding, and job satisfaction (DePietro et al., 2019). The research problem centers on unraveling the specific impacts of diverse communication strategies within management policies on employee performance.

Performance appraisal systems, integral components of management policies, are designed to assess and enhance employee performance (Milkovich & Boudreau, 1991). The research aims to understand how distinct elements within these systems contribute to or impede employee motivation and productivity.

Employee engagement initiatives, including training programs and recognition systems, play a crucial role in shaping organizational culture and performance outcomes (Harter et al., 2009). The research problem seeks to uncover the specific ways in which these initiatives impact the performance metrics of employees.

This study seeks to contribute to the existing body of knowledge by providing nuanced insights into how management policies, in their various dimensions, influence employee performance. By addressing this research problem, the study aspires to offer practical recommendations for

organizations aiming to optimize their management policies to foster a culture of enhanced employee performance and overall organizational success.

### **1.3 Research Questions**

- How do different leadership styles within management policies influence day-to-day employee performance in an organization?
- What are the effects of communication strategies embedded in management policies on employee collaboration, understanding, and job satisfaction?
- How do performance appraisal systems as part of management policies affect employee motivation and productivity?
- In what ways do employee engagement initiatives, including training programs and recognition systems, impact the overall performance metrics of employees?

### **1.4 Objectives of the Study**

- To analyze the impact of various leadership styles, including transformational, transactional, and autocratic, on employee motivation, job satisfaction, and productivity.
- To evaluate the role of communication strategies in enhancing or hindering employee performance, and to identify best practices for effective communication within organizational settings.
- To investigate the effectiveness of different performance appraisal elements, such as goal alignment, feedback mechanisms, and fairness, in promoting employee performance.
- To assess the influence of various employee engagement initiatives on job satisfaction, retention, and performance, and to identify the most effective practices for fostering a positive work environment.

### **1.5 Research Hypotheses**

Ho1: Different leadership styles, such as transformational and autocratic, do not have distinct impacts on employee motivation, job satisfaction, and productivity.

Hi1: Different leadership styles, such as transformational and autocratic, has significantly impact employee motivation, job satisfaction, and productivity.

Ho2: Effective communication strategies within management policies do not positively influence employee collaboration, understanding, and job satisfaction.

Hi2: Effective communication strategies within management policies has positively influence employee collaboration, understanding, and job satisfaction.

Ho3: The combined effect of goal alignment, feedback mechanisms, and fairness in performance appraisals do not leads to a greater improvement in employee performance.

Hi3: The combined effect of goal alignment, feedback mechanisms, and fairness in performance appraisals leads to a greater improvement in employee performance

## **1.6 Significance of the Study**

This study holds paramount significance in contributing valuable insights to both academia and organizational practice. By investigating the intricate relationship between management policies and employee performance, the findings will offer a nuanced understanding of how leadership styles, communication strategies, performance appraisal systems, and employee engagement initiatives collectively influence organizational outcomes. The practical implications extend to organizational leaders seeking evidence-based strategies to optimize management policies for enhanced employee performance and overall success. Additionally, scholars in the fields of management, organizational behavior, and human resources will benefit from the study's contribution to the existing body of knowledge. References to seminal works by Bass (1985), Avolio and Bass (1991), DePietro et al. (2019), Milkovich and Boudreau (1991), and Harter et al. (2009) anchor the study in established literature, ensuring its relevance and credibility.

## **1.7 Scope of the Study**

This research focuses on exploring the impact of management policies, specifically leadership styles, communication strategies, performance appraisal systems, and employee engagement initiatives, on employee performance within organizational contexts. The study aims to provide a comprehensive understanding of how these policies collectively shape the work environment and influence employee productivity.

## 1.8 Definition of Terms

**Impact:** Impact refers to the tangible and intangible effects or influence that a particular action, event, or phenomenon has on individuals, systems, or the broader environment. It signifies the measurable and often lasting consequences resulting from a specific cause, such as the outcomes of management policies on employee performance in an organization.

**Management Policy:** Management policy refers to the set of guidelines, principles, and rules established by organizational leadership to govern decision-making processes, organizational behavior, and the overall strategic direction of the company. This encompasses various aspects such as leadership styles, communication strategies, performance appraisal systems, and employee engagement initiatives.

**Employee Performance:** Employee performance encompasses the effectiveness, productivity, and achievement of goals by individuals within an organization. It includes qualitative and quantitative measures of job-related tasks, as well as factors like motivation, job satisfaction, and overall contribution to organizational success.

**Leadership Styles:** Leadership styles refer to the distinctive approaches and behaviors adopted by leaders in guiding and influencing their team members. Common styles include transformational leadership, transactional leadership, and autocratic leadership, each with distinct impacts on employee motivation and performance.

**Communication Strategies:** Communication strategies involve the deliberate plans and methods used by organizations to convey information internally and externally. Effective communication strategies enhance understanding, collaboration, and cohesion among employees, impacting their performance positively.

**Performance Appraisal Systems:** Performance appraisal systems are structured processes within organizations for assessing and evaluating employees' job performance. These systems typically include feedback mechanisms, goal setting, and performance reviews, influencing employee motivation and productivity.

**Employee Engagement Initiatives:** Employee engagement initiatives encompass programs and activities designed to enhance the connection between employees and the organization. This may include training programs, recognition systems, and work-life balance policies, all contributing to employee satisfaction and overall performance.

## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.0 INTRODUCTION**

Literature available indicates that a lot of researches have been conducted on performance management. However, for this study, this literature review is focused on performance management, performance management in general, the history of performance management, consequences of appraisal and design of appraisal system.

#### **2.1 CONCEPTUAL REVIEW**

##### **2.1.1 Concept of Management Policy**

Maximizing performance is a priority for most organizations today, (Mathis et al, 2004). Every employer desires that his employee does his or her job well and this can be achieved through managing performance. According to Aguinis (2007), performance management is a continuous process of setting goals and objectives, identifying, measuring and developing the performance of individuals and teams and aligning performance with strategic goals of the organization. From the above definition, it is important to emphasize that, performance management is not static but an ongoing process in order not to deviate from organization's goals and objectives. It also means that performance needs to be reviewed at every stage of the performance process so that corrections can be made instantly.

Performance management is also concerned with improving not only the performance of the individual, but also the performance of the team and the organization so that the aim of the organization will be achieved. In a statement by Armstrong and Baron (1998) as cited in Foot and Hook (2005), performance management is a device or tool to ensure that managers do manage human resources effectively. The writers continued to explain that managers should ensure that the employees or teams they manage know and understand what is expected of them, have skills necessary to deliver on these expectations, given feedback and have the opportunity to discuss and contribute to individual and team aims and objectives. Since performance management system is a subset or an integral part of performance management, performance management will be dealt with in more detail.

### **2.1.2 Performance management**

It is always important for managers and supervisors to get the best performance from their workforce in terms of levels of production and quality of output (Foot and Hook, 2005). In order to achieve this, certain systems or programmes such as performance management need to be put in place. The success or failure of performance management programmes depends on the philosophy underlying it, its connection with business goal, and the attributes and skills of those responsible for its administration.

According to Dessler (2005), performance management means evaluating employees' current and or past performance relative to his or her performance standards. That is employees will be assessed after a given period of time what they have been able to achieve by a target set. This will also help supervisors to know how well their subordinates are performing on their jobs.

Hodgetts and Kroeck (1992), hold the view that performance management is the systematic observation, evaluation and description of work-related behavior. By this, an employee is observed from time to time by critically considering what knowledge, ability and skills he uses to accomplish the task.

According to Foot and Hook (2005), performance management regularly records an assessment of an employee's performance, potential and developmental needs. This also means that appraisal is an opportunity to take an overall view of work contents, loads and volumes, to look back on what has been achieved during the reporting period and agreed objectives for the next. This definition clearly shows that in appraising employee performance the employee does get feedback about his or her past performance but indicates that in performance management there is the opportunity to assess various aspects of an employee's work performance by looking back at how they have performed in the past and then by looking forward to agree on future objectives or workload.

Fletcher and Williams (1985), have gone further than the definition above of appraisal, and have said that the assessment of people is not the only thing that we do when we appraise a person's work performance. They feel that there are two conflicting roles involved in appraisal - those of judge and helper. The writers hold the view that when we want to appraise employees, it should be done in an objective manner rather than subjective and also, we should try to help

employees to improve aspects of their performance that seem deficient by way of providing developmental opportunities in order to help them improve their performance and also assess their own development needs.

Writers such as Drucker (1954) have continued to be enthusiastic about appraisal. He indicated that to appraise a subordinate and his performance is part of the manager's job and unless he does the appraising himself he cannot adequately discharge his responsibility for assisting and teaching his subordinates. Drucker's view as a whole is that managers are responsible for achieving results. These results are obtained from the management of human, material and financial resources, all of which should be monitored. Monitoring means the setting of standards, measuring performance and taking appropriate action to improve performance by means of training and help.

Other writers such as McGregor (1960) are critical of formal appraisal. He argued that, appraisal programmes are designed not only to provide more systematic control of the behavior of subordinates, but also control the behavior of superiors. He thus sees them as promoting the cause of theory 'X' that is a management styles that assumes that people are unreliable, unable to take responsibility and therefore require close supervision and control. Drawing from Drucker and McGregor's assumption, it is important for organizations to set realistic and achievable goals or targets for both subordinates and their immediate managers or supervisors. This should be done by having an effective monitoring system put in place as this will ensure that desired results are achieved.

It is also important to note that whenever the argument of performance management is more about practicality than managerial philosophy, the main issue is not whether performance management, in itself, is justified but whether it is fair and accurate. (McBeath et al 2015), in discussing salary administration, commented that equitable salary surveys of competitive levels, employee appraisal and effective salary planning. For them, appraisal is part and parcel of an important personnel activity salary planning and administration. They are left to accept, however, that, it is clearly essential to make some attempt at measurement of performance if the appraisal is to be taken seriously as a factor which will influence salaries. Performance management by nature requires that there is the need for goal setting and expectation of results.



Goal setting theory claims that people work better when they have clear realizable and significant goals and argues that people will put more E's (energy, effort, enthusiasm, excitement and so on) onto their work if they believe their effort will result in tangible achievements that will help them fulfill personal needs, Marbey and Salaman (1995).

Performance management systems can provide organizations with valuable information to assist in the development of organizational strategies and planning. The information gained from this process can assist in the following areas:

- i. Management development – assists in identifying and developing future management potential.
- ii. Performance improvement – assists organizations in increasing performance and overall productivity. It works towards identifying strengths and managing weaknesses.
- iii. Feedback – it provides clarity to employees about an organization's expectations regarding performance levels.
- iv. Human resource planning – provides an opportunity to audit and evaluate current human resources and identify areas for future development.

In many appraisal schemes, staffs receive an annual appraisal and for many organizations this may be sufficient. However, the frequency of appraisal should be related to the nature of the organization, the purpose and objectives of the scheme and characteristics of the staffs employed (Mullins, 2002). Drawing from Mullins view, it is important for organizations to determine the frequency of its appraisal programme.

### **2.1.3 History of performance management**

Though the practice of performance management has increased over the years, the practice of evaluating employees existed for centuries. Systematic employee appraisal performance became a key feature in personnel just after the end of World War I. During the war, Walter Dill Scott succeeded in influencing the United States Army to adopt 'man-to-man' rating system for evaluating military officers, although formal performance management probably started in the United States in 1813 (Bellows and Estep, 1954) when Army General Levis Cass submitted to the War Department an evaluation of each of his men using such terms as 'a good-natured man' or 'Knave despised by all' (Murphy and Cleveland, 1995).

Most of the merit rating plans from 1920 to the mid1940s were of the rating scale type with factors, degrees and points. Indeed the analogy between a point plan of evaluation and a rating scale plan of merit is very close. From the early 1950's greater emphasis was paid to the performance of technical, professional and a managerial personnel, the terminology has also been changing over the years. So of the other terms currently being used includes personnel appraisal, progress report service rating and performance evaluation, and personnel review and fitness report.

#### **2.1.4 Consequences of performance management**

In a research by Haberstroh (1995), he drew two conclusions indicating that "first, performance reporting is omnipresent and necessary so, second, almost every individual instance of performance reporting has something wrong with it". Performance management therefore remains omnipresent and problematic even today. Mohrman, et al (1989) has identified the following as some positive and negative consequences of performance management.

#### **2.1.5 Some positive results of performance management**

- The person whose performance is appraised may develop an increased motivation to perform effectively.
- The self and staff esteem may be increase
- The job of the person being appraised may be clarified and better defined
- Valuable communication can take place among the individuals taking part which also include communication between the supervisor and subordinate.
- Encourage increased self-understanding among staff as well as insight into the kind of development activities.
- Rewards such as pay and promotion can be distributed on a fair and credible basis.
- Organizational goals can be made clearer, and they can be more readily accepted.
- Valuable appraisal information can allow the organization to do better manpower planning, test validation, and development of training programmes.
- Better and timely service provision, there is greater citizen satisfaction.

### **2.1.6 Some negative results of performance management**

- The self-esteem of the person being appraised and the person doing the appraisal may be damaged.
- Large amount of time may be wasted
- The relationship among the individuals involved may be permanently worsened; thereby, creating organizational conflicts
- Performance motivation may be lowered for many reasons, which includes the feeling that performance measurement means no rewards for performance
- Money may be wasted on forms, training and a lot of support services.

### **2.1.7 The design of appraisal system**

Many organizations are taking a fresh look their performance management systems as a means of improving organizational and individual performance leading to growth of organizations. Designing a performance management system is a challenging process.

Mohrman et al (1989) offer organizations a framework for developing credible systems of appraisal. Mohrman suggested some steps to follow when, designing appraisal system.

Step 1: According to Mohrman et al in the design process, it is important to select the right people to design for the system. This should involve managers, employees and human resource professionals.

Step 2: This step considers a process to guide the design to be chosen. It is important to consider whether to use a consultant, a task force, and or a centrally controlled body.

Step 3: Mohrman et al pointed out that before designing the appraisal system, there is the need to undertake an organizational assessment and determine the appraisal system's intended purpose.

Step 4: The primary objective of the organizational assessment is to pinpoint the impetus for change, and the definition of purpose is to provide guideposts for the people responsible for the designing.

Step 5: Step five introduces the design of the appraisal system. In doing this, the organization should examine its culture and design a system that is in accordance with it or capable of changing it.

Step 6: This stage the design is implemented by first using it as an experiment.

Step 7: This is the last step and it is important for organizations to follow an evaluation plan with an understanding of how the use of the information it provides will improve the system.

"A single performance management system that tries to meet all purposes ends up failing to meet any" Mohrman et al. They therefore suggest that a "single performance management system should focus on a single purpose in order to meet its objectives.

Brown (1989), also holds similar view with Mohrman et al on the design of performance management. He indicated that when designing an appraisal system the following questions need to be asked:

- Are staff members involved in determining the appraisal criteria and standards?
- Are the organizational goals of the subunits integrated into the appraisal plan?
- Are staff members involved in planning and implementation of the appraisal process?
- Is the appraisal process congruent with organizational climate and management style of the administrators?
- Have adequate job descriptions based on job analysis been written?
- Have weights or priorities been assigned to job expectations?
- Is available expertise being employed for consultation?
- Is the purpose of the performance management system clearly articulated and congruent with staff and management needs and expectations?
- Has a process been worked out to monitor and evaluate the system?
- From the aforementioned when organizations answer these questions properly they are likely to succeed in having an effective appraisal system.

According to Leopold et al (2005) critics have continued to point out that the political and contextual factors that surround the rating process, probably account for the failure to design valid rating scales.

The success of appraisal scheme will, in part, reflect the contingent fit as negotiated by managers and staff between, to use Mohrman et al's terms, appraisal scheme and correct, or necessary, solution to the design problem, but to the degree of acceptability that a scheme has among all the parties with an interest in it.

### **2.1.8 Performance management process**

Performance management system may vary from one organization to another. For a performance management scheme to be workable, it should follow a process. Robbins (1982), has identified six steps that need to be followed when using an appraisal system.

This has been put in a diagram below.

Established performance standards with employees

Communicate performance expectation

Measure actual performance

Compare actual performance with standards

Discuss result with employee

If necessary, initiate corrective action

### **2.1.9 Established performance standard**

The first step in the process is the setting up of the standards to be used as the base to compare the actual performance of the employees. Performance standards provide the employee with specific performance expectations for each major duty. They are observable behaviours and actions which explain how the job is to be done plus the results that are expected for satisfactory job performance. This should be in accordance with the organization strategic goals.

According to Cascio (1992), performance standards should contain certain two basic kinds of information for the benefit of both employee and of supervisor: what is to be done and how well it is to be done.

### **2.1.10 Communicate performance expectation**

In the second step the writer explained that communicating performance standard to the employee is very essential. The employee should be informed and the standard should be clearly explained to the employee. This helps the employee to understand his role and to know what

exactly is expected of him. Blank and Slipp (1994), also share similar view that when conducting performance management, supervisors should clearly convey work expectations and make sure that employees understand these expectations. This can be accomplished by incorporating equal performance standards for all employees.

#### **2.1.11 Measure actual performance**

The third step in the process is measuring the actual performance of employee. Measuring actual performance is to find the worth of employee performance of a task after a given period. To determine what actual performance is, it is necessary to acquire information about it. Four common sources of information are available to managers or supervisors with which they use to measure actual performance: personal observation, statistical reports, oral reports and written reports, De Cenzo et al (2014). Measurement of actual performance should be done through the criterion set down any attempt to measure actual performance and different criteria is used will not yield the desired result.

#### **2.1.12 Methods of performance management**

The previous section described the appraisal process in general terms. This section however talks about specific ways in which management uses various widespread methods in performance management programme in order to achieve goals of the organization. The review considered the approaches by Bohlander and Snell (2004) and then De Cenzo and Robbins (1996). Bohlander and Snell, say performance management methods can be broadly classified as (i) measuring (graphic rating scale, mixed-standard scale, forced-choice method, essay method) (ii) behaviour (critical incident method, behavioural checklist, behaviourally anchored rating scale-BARS) and results. On the other hand De Cenzo and Robbins have grouped appraisal methods under the following headings; (a) absolute standard (essay method, the critical incident method, adjectives rating scale, forced-choice method, behaviourally anchored rating scale-BARS), (b) relative standards (group order ranking, individual ranking, and paired comparison) and (c) objectives. The various methods are described below.

## **2.2 THEORETICAL FRAMEWORK**

### **2.2.1 Behavioral Checklist theory**

As indicated by Bohlander et al (2014); the behavior checklist method consists of having the rater check those statements on a list that the rater believes are characteristics of the employee's performance or behaviour. Cascio (1992), also explains that the rater is provided with a series of statements that describe job- related behaviour. From the explanation given, the three writers share similar view on the behavioral checklist method. Cascio however, pointed out that descriptive rating are likely to be more reliable than evaluative (good- bad) ratings. In choosing a particular method therefore it is important for organizations to consider its strategy goals and its employees.

### **2.2.2 Mixed standard scale theory**

According to Bohlander and Snell this method is the modification of the basic rating-scale method. He indicated that instead of evaluating traits according to a single scale, the rater is given three specific descriptions of each trait. The purpose of this is to reflect three levels of performance: superior, average and inferior. After the three descriptions for each trait written, they are accordingly sequenced to form the mixed standard scale. The advantage of the mixed-standard scale method is that the rater does not deal with numbers. Consequently, some of the most common errors associated with rating are overcome. Additionally, analysis of rater response patterns can identify raters whose use of the scales is haphazard. A drawback of mixed-standard scales is that scale values are not known. Consequently developmental information is lost.

### **2.2.3 Forced - choice theory**

This Theory requires the rater to choose from statements, often in pairs, that appear equally favourable or equally unfavourable. The purpose of the statement is to distinguish between successful and unsuccessful performance. The forced - choice method is not without limitations of which the primary one being the cost of establishing and maintaining its validity.

### **2.2.4 Results method**

According to Bohlander and Snell, instead of looking at traits of employees and the behaviours they exhibit on the job, many organizations evaluate employee accomplishments- the result they

achieve through their work. Advocates of result approach argue that they are more objective and empowering for employees. Results appraisals often give employee responsibility for their outcomes while given them discretion over the methods they use to accomplish them. This is empowerment in action. Advocates hold the view that there are a number of result measures available to evaluate performance. For instance sales people are evaluated on the basis of their sales volume, production workers are evaluated on the basis of the units they produce and perhaps the scrap rate or number of defects detected. All of these measures are directly link to what employee accomplished and results which benefit the organization.

Some of the problems associated with results approach are; results appraisal may be contaminated by external factors that employee cannot influence, sale representatives who have extremely bad markets or production employee who cannot get the materials will not be able to perform up to their abilities.

#### **2.2.5 Leniency error theory**

This is a management literature and according to this theory, employee evaluations are directly affected by "managers" perceptions of who is believed to be in control of the employee's performance- the manager or the employer. The theory attempts to differentiate between those things that the employees control (internal) versus those that the employer cannot control (external). One research study found support for key generalizations regarding attribution;

1. When manager attribute an employee's poor performance to internal control, the judgment is harsher than when the same poor performance is attributed the external factors.
2. When an employee is performing satisfactorily, "managers" will evaluate the employee favorably if the performance is attributed to the employees own efforts than if the performance is attributed to outside factors.

#### **The theory adopted for the study**

Behavioural checklist theory is adopted for this theory as it will aid performance evaluation in an organization. Employees will be observed dully and hence be evaluated rightly.

### **2.3 EMPIRICAL REVIEW**

Giving individuals feedback on how well employees are doing in their jobs is held to meet a variety of needs; from organizations point of view, it assist effective learning so that tasks are



completed correctly and helps maintain and stimulate effort towards specified goals; from the individual's viewpoint, feedback can satisfy any personal need for information on progress and facilitate social comparison with others, Larson (1984). Locke and Latham (1990) also intimated that provision of performance feedback is a necessary condition for goals to have their full effect. The "annual review", where the manager shares the employees' evaluations with them, can become a problem. The annual review is additionally troublesome if the manager "save up" performance-related information and unloads it during the appraisal review, (De Cenzo and Robbins, 1996).

Performance feedback should be specific, timely, accurate understandable, and presented in an atmosphere of cooperation and support so as to improve subsequent employee performance. The solution also lies in having the manager share with the employees both expectations and disappointments on a day-to-day basis. By providing employees with frequent opportunities to discuss performance before any reward or punishment consequences occur, there will be no surprises at the time of the annual final review.

Also, feedback should be given in a manner that will best help improve performance. Employees and managers generally benefit from honest, objective feedback about how things are going. A constant exchange of information, often generated through what might be described as 'performance conversation', helps everyone to stay on track and the organization to stay competitive.

The relationship between management policies and employee performance within organizations has been a focal point of numerous empirical studies, underscoring the complexity and multifaceted nature of this dynamic. As organizations strive to navigate the challenges of contemporary business landscapes, understanding the intricate link between management strategies and workforce outcomes becomes crucial for enhancing overall organizational effectiveness and success.

### **Leadership Styles and Employee Performance**

Empirical research has extensively explored the impact of various leadership styles on employee performance. Transformational leadership, characterized by inspiration, intellectual

stimulation, and individualized consideration, has been shown to significantly enhance employee motivation and performance. A study by Avolio and Bass (1991) revealed that transformational leaders who foster a supportive and stimulating work environment can lead to higher levels of job satisfaction and employee commitment. This leadership style encourages employees to exceed their usual performance levels by aligning their personal goals with organizational objectives, thereby fostering a sense of purpose and belonging within the organization.

In contrast, transactional leadership, which focuses on clear exchanges and rewards for performance, has also been found to impact employee performance, albeit in different ways. Research indicates that while transactional leadership can effectively boost performance through clear expectations and rewards, it may not foster the same level of intrinsic motivation and long-term commitment as transformational leadership (Bass, 1985). Autocratic leadership, characterized by centralized decision-making and limited employee input, has been associated with lower levels of job satisfaction and performance, highlighting the critical role of participative and empowering leadership styles in modern organizations.

### **Communication Strategies and Employee Collaboration**

Effective communication is a cornerstone of successful management policies, with significant empirical evidence supporting its role in enhancing employee performance. A study by DePietro et al. (2019) emphasized that open and transparent communication channels within an organization are vital for fostering a positive work environment. Such communication strategies enable better understanding, collaboration, and trust among employees, which are essential for high performance. The study found that organizations with robust internal communication practices tend to have more engaged and productive employees, as clear and consistent communication reduces misunderstandings and aligns employee efforts with organizational goals.

### **Performance Appraisal Systems and Employee Motivation**

Performance appraisal systems are integral components of management policies designed to assess and enhance employee performance. Empirical studies have highlighted the importance of fair and transparent performance appraisal processes in motivating employees. According to

Milkovich and Boudreau (1991), well-structured performance appraisal systems that provide constructive feedback and align individual performance with organizational goals can significantly boost employee motivation and productivity. The study found that employees who perceive the appraisal process as fair and developmental are more likely to be motivated to improve their performance, highlighting the critical role of effective performance management systems in modern organizations.

### **Employee Engagement Initiatives and Organizational Culture**

Employee engagement initiatives, such as training programs and recognition systems, play a crucial role in shaping organizational culture and performance outcomes. Research by Harter et al. (2009) demonstrated that engaged employees are more likely to exhibit higher levels of job satisfaction, commitment, and overall performance. The study found that organizations that invest in comprehensive engagement initiatives tend to foster a positive work environment, which in turn enhances employee performance. Training programs that provide opportunities for skill development and career growth, along with recognition systems that acknowledge employee contributions, were identified as key factors in promoting a culture of engagement and high performance.

The empirical literature underscores the profound impact of management policies on employee performance within organizations. Leadership styles, communication strategies, performance appraisal systems, and employee engagement initiatives each play a critical role in shaping the work environment and influencing employee outcomes. By integrating these elements into cohesive management policies, organizations can create a supportive and motivating environment that enhances employee performance and contributes to overall organizational success. The findings from these empirical studies provide valuable insights for organizational leaders seeking to optimize their management strategies and foster a culture of excellence and continuous improvement.

## **CHAPTER THREE**

### **METHODOLOGY**

#### **3.0 INTRODUCTION**

This chapter discusses the procedure for which this study is undertaken. It includes the research design, population of the study, sample size, sampling techniques, research instruments and method of data analysis.

#### **3.1 RESEARCH DESIGN**

The research design encompasses the methods for the collection, measurement and analysis of data related to the research objectives. The research design chosen for this study is survey method, the survey research method was most appropriate because the researcher has no control of the variable as well as the outcome.

#### **3.2 POPULATION OF THE STUDY**

Eboh (2009) defines population as “all items in any field of enquiry of study”. In other words, population is any group that the researcher has focused his attention to and has been chosen as the approved subject of the study. The population consists of 75 senior and junior staff of Kwara State Ministry of Finance, Ilorin.

#### **3.3 SAMPLE SIZE AND SAMPLING TECHNIQUES**

Considering the fact that it is cumbersome to study the entire population due to time, cost and accessibility, a subset of the population i.e. sample size was chosen so as to represent the whole population.

Sample is viewed not as a whole in itself but as an approximation of the whole. In determining the sample size of this research, the Yamane statistical formula was applied for a high degree of accuracy and adequacy in presentation of the sample. The stratified sample method (proportional allocation) was adopted.

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

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

Where n = Sample size

n = Total Population (75)

i = Constant

e = margin of error (0.05<sup>2</sup>)

$$n = \frac{75}{1 + 75 (0.05^2)}$$

$$n = \frac{75}{1 + 75 (0.0025)}$$

$$\frac{75}{1 + 0.1875}$$

$$n = 63$$

### **3.4 METHODS OF DATA COLLECTION**

The researcher used primary and secondary sources of data in the data gathering analysis.

#### **3.4.1 Primary Source**

Primary source data are first hand and raw data, original records and material created by participants or witnesses of the event(s) under study. In collecting primary data for the study, personnel interview and questionnaire were used

#### **3.4.2 Secondary Source**

Secondary source data are information that has been gathered and often interpreted by other researchers and recorded, in books, articles, and other publications. In collecting secondary data, existing but related record like newsletter, annual report, books, publication etc were used.

### **3.5 INSTRUMENTS OF DATA COLLECTION**

The instrument used for this study is the questionnaire. The questionnaire is structured in accordance with the stated research question and hypothesis. The questionnaire is divided into two parts. Section A comprises of lecture relating to the bio-data of the respondents, while

section B comprises of section relating to employees training and development in an organization.

### **3.6 METHODS OF DATA ANALYSIS**

After the collection of the completed questionnaire from the respondents, the data collected were manually analyzed with the aid of a calculator. Tables were drawn to indicate the response and these were expressed in the percentage to such question in the questionnaire.

### **3.7 HISTORICAL BACKGROUND OF THE CASE STUDY**

The Ministry of Finance has the cabinet responsibilities for the mobilization. Custody and management of the State Finance. The Ministry is divided into three broad Departments, namely, Finance, Treasury and Revenue.

The Ministry of Finance is headed by a Honourable Commissioner, supported by a Permanent Secretary, an Accountant General for Treasury, a Chairman for Board of Internal Revenue; Director(FS), Director(PM) and Director(PRS).

The main Departments under the Ministry are:

- Finance and Supply, Planning, Research and Statistics (PRS) and Personnel Management.

- Treasury and Accounts Department.

- Board of Internal Revenue

The present structure and staff strength of the Ministry is as follow:-

Ministerial responsibilities performed by the ministry of finance

Formation and administration of policies relating to State Finance

Management of the Finances of the State Government

The administration of taxes & taxation and Revenue Generation and Collection:

Lending, Borrowing, Banking and Currency and Foreign Exchange Transactions.

Disbursement of funds.

Investment of public funds and Insurance of Government Property

Procurement and administration of internal and external loans.

Administration of the Staff Housing and Vehicle Loan Scheme.

Procurement, Management as well as monitoring of government expenditure.

## **Objectives of the Ministry**

- \* To put in place efficient and effective administrative financial policies.
- \* To ensure strict adherence to budgetary provisions by all MDAs.
- \* To enhance state IGR to a minimum of N700 million per month.
- \* To promote the use of best practices and international standards in public procurement.
- \* To build a sustainable capacity for application in the state financial transactions
- \* To ensure safe custody and effective inflow/disbursement of public funds

## **Vision and Mission**

### **The Ministry's Vision**

To be the foremost State Ministry of Finance in the formulation and execution of Financial Policies Continuously exhibiting best public Financial practices towards achieving set economic goals.

### **The Ministry's Mission**

- Strict adherence to all financial legislations.
- Transparency by Subjecting State Financial activities/Programmes to local and international ratings and assessments.
- Exhibiting Best Financial Practices
- Pursuance of wealth creation Programmes/activities rather than depending on Federal Allocation receipts.
- Computerization and retrieving of all State Government Financial transactions in all MDAs.

## **The Policy Thrust (2011-2015)**

- Make the State less dependent on allocation from Federal Government.
- Ensuring openness and transparency through the deployment of E-government platforms to drive finance processes.
- Promotion of the best practices and standards in public procurement practices.
- Targeted development of high caliber finance personnel.

## CHAPTER FOUR

### DATA PRESENTATION, ANALYSIS AND INTERPRETATION

#### 4.1 Introduction

This chapter focuses on data presentation and analysis of data derived from the distribution of returned questionnaire. The result of the interview conducted among various categories of people, member which will be used as the guideline in analyzing the data obtained during the study. The population sample was 75.

#### 4.2 Data Presentation And Analysis

The copies of questionnaires collected were deductively analysed and represented and represented in table, and in liner regression co-efficient used for hypothesis testing.

##### 4.2.1 Presentation Of Data

**Table 4.2.1: Gender of the respondents**

Variable	Frequency	Percentage (%)
Male	38	60.3%
Female	25	39.7%
<b>Total</b>	<b>63</b>	<b>100%</b>

Source: Researchers filed survey, 2025

Out of 63 respondents, 38 representing 60.3% of the respondents were male, while 25 of the respondents 39.7% were female. This indicates a gender distribution skewed towards male respondents, with males making up the majority. The data suggests that the survey or study might have involved more male participants, which could influence the overall findings and conclusions based on gender-related factors.



**Table 4.2.2: age of the respondents**

<b>Variable</b>	<b>Frequency</b>	<b>Percentage (%)</b>
18-20 years	10	15.9%
21-30 years	25	39.7%
31-40 years	20	31.7%
41 and above years	8	12.7%
<b>Total</b>	<b>63</b>	<b>100%</b>

Source: Researchers filed survey, 2025

The age distribution of respondents shows that the majority 25 of the respondents representing (39.7%) were between 21-30 years old, followed by 20 of the respondents representing 31.7% who were 31-40 years old. A smaller proportion 10 of the respondents representing (15.9%) were in the 18-20 age range, while only 8 of the respondents representing 12.7% were 41 years and above. This suggests that the study predominantly involved younger to middle-aged adults, which may reflect the age demographics of the target population.

**Table 4.2.3: Level of Education of the respondents**

<b>Variable</b>	<b>Frequency</b>	<b>Percentage (%)</b>
SSCE	12	19.0%
National Diploma	15	23.8%
HND	18	28.6%
BSc	18	28.6%
<b>Total</b>	<b>63</b>	<b>100%</b>

Among the 63 respondents, 18 of the respondents representing 28.6% each held an HND or a BSc, indicating a relatively high level of education within the group. 15 of the respondents representing 23.8% had a National Diploma, and 12 of the respondents representing 19.0% had SSCE as their highest level of education. This distribution suggests that the respondents are generally well-educated, with the majority holding higher education qualifications, which could influence their perspectives and responses in the study.

## SECTION B

**Table 4.4: Which leadership style is most likely to increase employee motivation by inspiring them through a shared vision?**

Variable	Frequency	Percentage (%)
Autocratic	8	12.7%
Transactional	12	19.0%
Transformational	35	55.6%
Laissez-faire	8	12.7%
<b>Total</b>	<b>63</b>	<b>100%</b>

Source: Researchers filed survey, 2025

Table 4.4 shows that 35 of the respondents representing 55.6% identified transformational leadership as the most effective style for increasing employee motivation through a shared vision. This reflects a preference for leadership that inspires and involves employees in a collective goal. However, 12 of the respondents representing 19.0% favored transactional leadership, highlighting the influence of reward-based systems. The lower percentages for autocratic 8 of the respondents representing (12.7%) and laissez-faire (12.7%) suggest these styles are less favored in the workplace, where inclusive and visionary leadership is highly valued.

**Table 4.5: Which leadership style primarily focuses on rewards and punishments to manage employee performance?**

<b>Variable</b>	<b>Frequency</b>	<b>Percentage (%)</b>
Transformational	7	11.1%
Democratic	9	14.3%
Transactional	40	63.5%
Autocratic	7	11.1%
<b>Total</b>	<b>63</b>	<b>100%</b>

Source: Researchers filed survey, 2025

The table revealed that 40 of the respondents representing 63.5% correctly identified transactional leadership as the style that focuses on rewards and punishments to manage employee performance. This indicates a strong awareness of how transactional leadership operates within organizations. The relatively lower selection of transformational 7 of the respondents representing (11.1%), democratic (14.3%), and autocratic (11.1%) leadership styles suggests that while these styles are recognized, they are not primarily associated with reward-based management practices in the workplace.

**Table 4.6: Employees under which leadership style are most likely to experience high levels of stress and low job satisfaction due to rigid control and lack of input**

<b>Variable</b>	<b>Frequency</b>	<b>Percentage (%)</b>
Transformational	5	7.9%
Transactional	10	15.9%
Laissez-faire	8	12.7%
Autocratic	40	63.5%
<b>Total</b>	<b>63</b>	<b>100%</b>

Source: Researchers filed survey, 2025

The table shows that 40 of the respondents representing 63.5% identified autocratic leadership as the style most likely to cause high levels of stress and low job satisfaction due to rigid control and lack of employee input. This highlights a general recognition of the negative impact of autocratic practices in the workplace. Lower frequencies for transformational (7.9%), transactional (15.9%), and laissez-faire (12.7%) indicate that these styles are less associated with stress and dissatisfaction among employees.

**Table 4.7: Which of the following leadership styles is least likely to foster creativity and innovation among employees?**

Variable	Frequency	Percentage (%)
Transformational	5	7.9%
Democratic	6	9.5%
Transactional	12	19.0%
Autocratic	40	63.5%
Total	63	100%

Source: Researchers filed survey, 2025

Table 4.7 revealed that 40 of the respondents representing 63.5% believe that autocratic leadership is the least likely to foster creativity and innovation among employees. This suggests a widespread perception that rigid, top-down management stifles employee initiative and creativity. Lower percentages for transformational (7.9%), democratic (9.5%), and transactional (19.0%) leadership styles indicate that these approaches are generally seen as more conducive to encouraging creativity and innovation in the workplace.

**Table 4.8: Which communication strategy is most effective for ensuring that employees clearly understand organizational goals and expectations?**

Variable	Frequency	Percentage (%)
Open-door policy	30	47.6%
Top-down communication	20	31.7%
Informal communication	8	12.7%

Laissez-faire communication	5	7.9%
Total	63	100%

Source: Researchers filed survey, 2025

The table revealed that 47.6% of respondents identified the open-door policy as the most effective communication strategy for ensuring that employees clearly understand organizational goals and expectations. This preference reflects the value placed on transparency and accessibility in communication. Top-down communication was selected by 31.7% of respondents, indicating its relevance in more hierarchical structures. Informal communication (12.7%) and laissez-faire communication (7.9%) were less favored, likely due to their perceived lack of clarity and consistency.

**Table 4.9: What is a common drawback of using a top-down communication approach in an organization?**

Variable	Frequency	Percentage (%)
Encourages employee feedback	6	9.5%
Fosters creativity and innovation	5	7.9%
Can lead to misinterpretation and low engagement	45	71.4%
Increases collaboration among teams	7	11.1%
Total	63	100%

Source: Researchers filed survey, 2025

The table revealed that 71.4% of respondents identified misinterpretation and low engagement as common drawbacks of a top-down communication approach. This suggests that while top-down communication is common, it is often seen as a barrier to effective employee engagement. A smaller percentage of respondents (9.5% and 7.9%) selected other options, indicating a general consensus that top-down communication may hinder open dialogue and creativity, potentially affecting overall organizational performance.

**Table 4.10: Which of the following communication strategies is most likely to hinder employee performance by creating confusion and inconsistency?**

Variable	Frequency	Percentage (%)
Consistent and clear messaging	5	7.9%
Mixed messages from leadership	48	76.2%
Two-way communication	6	9.5%
Regular team meetings	4	6.3%
<b>Total</b>	<b>63</b>	<b>100%</b>

Source: Researchers filed survey, 2025

The table shows that 76.2% of respondents identified mixed messages from leadership as the communication strategy most likely to hinder employee performance by creating confusion and inconsistency. This highlights the critical importance of clear and consistent communication from leaders to ensure alignment and effectiveness. Consistent and clear messaging (7.9%), two-way communication (9.5%), and regular team meetings (6.3%) were less associated with negative impacts, underscoring their perceived benefits in fostering clarity and collaboration.

**Table 4.11: What is considered a best practice for effective communication within organizational settings?**

Variable	Frequency	Percentage (%)
Relying solely on written communication	5	7.9%
Encouraging open feedback channels	45	71.4%
Limiting communication to formal channels	7	11.1%
Avoiding face-to-face meetings	6	9.5%
<b>Total</b>	<b>63</b>	<b>100%</b>

Source: Researchers filed survey, 2025

The table revealed that 71.4% of respondents identified encouraging open feedback channels as the best practice for effective communication. This underscores the importance of fostering an

environment where employees feel comfortable sharing their thoughts and concerns. Relying solely on written communication (7.9%), limiting communication to formal channels (11.1%), and avoiding face-to-face meetings (9.5%) were seen as less effective practices, highlighting the value placed on interactive and transparent communication methods.

**Table 4.12: Goal alignment in performance appraisals significantly enhances employee performance**

Variable	Frequency	Percentage (%)
Strongly agree	35	55.6%
Agree	20	31.7%
Disagree	6	9.5%
Strongly disagree	2	3.2%
<b>Total</b>	<b>63</b>	<b>100%</b>

Source: Researchers filed survey, 2025

The table shows that 55.6% of respondents strongly agreed that goal alignment in performance appraisals significantly enhances employee performance, reflecting a strong belief in the importance of aligning individual goals with organizational objectives. An additional 31.7% agreed, reinforcing this view. Only a small percentage disagreed (9.5%) or strongly disagreed (3.2%), indicating a general consensus on the positive impact of goal alignment in performance appraisals.

**Table 4.13: Regular and constructive feedback mechanisms are essential for improving employee performance**

Variable	Frequency	Percentage (%)
Strongly agree	40	63.5%
Agree	15	23.8%
Disagree	6	9.5%

Strongly disagree	2	3.2%
<b>Total</b>	<b>63</b>	<b>100%</b>

Source: Researchers filed survey, 2025

63.5% of respondents strongly agreed that regular and constructive feedback mechanisms are essential for improving employee performance. This indicates a strong consensus on the importance of timely and effective feedback. An additional 23.8% agreed, further emphasizing the value placed on feedback. Only a small percentage disagreed (9.5%) or strongly disagreed (3.2%), suggesting broad support for feedback practices in enhancing performance.

**Table 4.14: Employees are more motivated when they perceive fairness in the performance appraisal process.**

Variable	Frequency	Percentage (%)
Strongly agree	38	60.3%
Agree	18	28.6%
Disagree	5	7.9%
Strongly disagree	2	3.2%
<b>Total</b>	<b>63</b>	<b>100%</b>

Source: Researchers filed survey, 2025

The table revealed that 60.3% of respondents strongly agreed that employees are more motivated when they perceive fairness in the performance appraisal process, indicating a strong belief in the importance of fairness for employee motivation. An additional 28.6% agreed, reinforcing the notion that fairness is critical in appraisals. Only a small minority disagreed (7.9%) or strongly disagreed (3.2%), showing broad support for fair appraisal practices as a key factor in employee motivation.

**Table 4.15: Performance appraisals that involve clear communication and transparency are more effective in driving employee performance**

Variable	Frequency	Percentage (%)
Strongly agree	42	66.7%



Agree	15	23.8%
Disagree	4	6.3%
Strongly disagree	2	3.2%
<b>Total</b>	<b>63</b>	<b>100%</b>

Source: Researchers filed survey, 2025

Table 4.15 shows that 66.7% of respondents strongly agreed that performance appraisals involving clear communication and transparency are more effective in driving employee performance. This indicates a strong consensus on the importance of transparency and clarity in the appraisal process. An additional 23.8% agreed, further emphasizing the value placed on these qualities. Only a small percentage disagreed (6.3%) or strongly disagreed (3.2%), suggesting broad support for clear and transparent communication in appraisals.

**Table 4.16: Regular team-building activities have significantly improved my job satisfaction**

<b>Variable</b>	<b>Frequency</b>	<b>Percentage (%)</b>
Strongly agree	30	47.6%
Agree	20	31.7%
Disagree	8	12.7%
Strongly disagree	5	7.9%
<b>Total</b>	<b>63</b>	<b>100%</b>

Source: Researchers filed survey, 2025

Table 4.16 revealed that 47.6% of respondents strongly agreed that regular team-building activities have significantly improved their job satisfaction, reflecting a strong belief in the positive impact of such activities. An additional 31.7% agreed, reinforcing this view. A smaller proportion of respondents disagreed (12.7%) or strongly disagreed (7.9%), indicating that while the majority value team-building activities, a minority may feel they have less impact on their job satisfaction.

**Table 4.17: The company's professional development programs have positively influenced my decision to stay with the organization**

<b>Variable</b>	<b>Frequency</b>	<b>Percentage (%)</b>
Strongly agree	34	54.0%
Agree	18	28.6%
Disagree	7	11.1%
Strongly disagree	4	6.3%
<b>Total</b>	<b>63</b>	<b>100%</b>

Source: Researchers filed survey, 2025

The table revealed that 54.0% of respondents strongly agreed that the company's professional development programs have positively influenced their decision to stay with the organization. An additional 28.6% agreed, highlighting the importance of these programs in employee retention. A smaller percentage disagreed (11.1%) or strongly disagreed (6.3%), indicating that while the majority find value in professional development opportunities, a minority may not see them as a significant factor in their decision to remain with the company.

**Table 4.18: Recognition and reward initiatives have directly contributed to an improvement in my work performance**

<b>Variable</b>	<b>Frequency</b>	<b>Percentage (%)</b>
Strongly agree	36	57.1%
Agree	20	31.7%
Disagree	5	7.9%
Strongly disagree	2	3.2%
<b>Total</b>	<b>63</b>	<b>100%</b>

Source: Researchers filed survey, 2025

The table shows that 57.1% of respondents strongly agreed that recognition and reward initiatives have directly contributed to an improvement in their work performance. This

indicates a strong belief in the effectiveness of such initiatives in enhancing performance. An additional 31.7% agreed, further emphasizing the positive impact of recognition and rewards. Only a small percentage disagreed (7.9%) or strongly disagreed (3.2%), suggesting broad support for these initiatives as key motivators in the workplace.

**Table 4.19: Flexible work arrangements (e.g., remote work options, flexible hours) have created a more positive work environment for me**

Variable	Frequency	Percentage (%)
Strongly agree	32	50.8%
Agree	22	34.9%
Disagree	6	9.5%
Strongly disagree	3	4.8%
<b>Total</b>	<b>63</b>	<b>100%</b>

Source: Researchers filed survey, 2025

Table 19 shows that 50.8% of respondents strongly agreed that flexible work arrangements have created a more positive work environment for them. An additional 34.9% agreed, reflecting a significant appreciation for flexibility in the workplace. A smaller percentage disagreed (9.5%) or strongly disagreed (4.8%), indicating that while the majority find value in flexible work options, a minority may either not have experienced the benefits or prefer more traditional work structures.

### **4.3 Hypothesis Testing**

#### **4.3.1 Test of hypothesis one**

Ho1: Different leadership styles, such as transformational and autocratic, do not have distinct impacts on employee motivation, job satisfaction, and productivity.

Hi1: Different leadership styles, such as transformational and autocratic, has significantly impact employee motivation, job satisfaction, and productivity.

Variables	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	151.200 <sup>a</sup>	9	.000
Likelihood Ratio	116.231	9	.000
Linear-by-Linear Association	58.391	1	.000

The hypothesis test examines the impact of different leadership styles on employee motivation, job satisfaction, and productivity. The Pearson Chi-Square value of 151.200 with a significance level of .000 indicates a statistically significant association between leadership style and these employee outcomes. The null hypothesis (Ho1), suggesting no distinct impact, is rejected. Instead, the alternative hypothesis (Hi1) is supported, confirming that transformational and autocratic leadership styles significantly influence employee motivation, job satisfaction, and productivity. This strong association underscores the importance of leadership style in shaping key organizational outcomes.

#### 4.3.2 Test of Hypothesis Two

Ho2: Effective communication strategies within management policies do not positively influence employee collaboration, understanding, and job satisfaction.

Hi2: Effective communication strategies within management policies has positively influence employee collaboration, understanding, and job satisfaction.

Variables	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	113.604 <sup>a</sup>	9	.000
Likelihood Ratio	81.535	9	.000
Linear-by-Linear Association	45.490	1	.000

The test results indicate a significant relationship between effective communication strategies within management policies and employee collaboration, understanding, and job satisfaction.

The Pearson Chi-Square value of 113.604 with a significance level of .000 leads to the rejection of the null hypothesis (Ho2). This supports the alternative hypothesis (Hi2), confirming that effective communication strategies positively influence these key employee outcomes. The strong statistical association highlights the critical role of communication in enhancing workplace dynamics and satisfaction.

### 4.3.3 Test of Hypothesis Three

Ho3: The combined effect of goal alignment, feedback mechanisms, and fairness in performance appraisals do not leads to a greater improvement in employee performance.

Hi3: The combined effect of goal alignment, feedback mechanisms, and fairness in performance appraisals leads to a greater improvement in employee performance

Variables	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	165.783 <sup>a</sup>	9	.000
Likelihood Ratio	101.370	9	.000
Linear-by-Linear Association	57.350	1	.000

The analysis shows a significant relationship between the combined effect of goal alignment, feedback mechanisms, and fairness in performance appraisals on employee performance. With a Pearson Chi-Square value of 165.783 and a significance level of .000, the null hypothesis (Ho3) is rejected. This supports the alternative hypothesis (Hi3), confirming that these factors together lead to a greater improvement in employee performance. The strong statistical evidence underscores the importance of integrating these elements in performance management.

## 4.4 Discussion of Findings

The survey results reveal important insights into leadership styles and workplace dynamics. Transformational leadership was identified as the most effective for increasing employee motivation through a shared vision, with 55.6% of respondents favoring this approach. However, transactional leadership was recognized by 63.5% of respondents as the style focusing on rewards and punishments to manage performance. Notably, 63.5% of respondents

associated autocratic leadership with high stress levels, low job satisfaction, and hindered creativity and innovation.

Communication strategies play a crucial role in organizational effectiveness. An open-door policy was deemed the most effective for conveying organizational goals, preferred by 47.6% of respondents. However, top-down communication was seen as potentially problematic, with 71.4% identifying misinterpretation and low engagement as common drawbacks. Mixed messages from leadership were overwhelmingly (76.2%) considered the most likely to hinder employee performance.

Performance appraisals and feedback mechanisms emerged as critical factors in employee motivation and performance. A significant majority strongly agreed that goal alignment (55.6%), regular constructive feedback (63.5%), perceived fairness (60.3%), and clear communication (66.7%) in appraisals are essential for driving employee performance and motivation.

Employee engagement initiatives showed positive impacts on job satisfaction and retention. Regular team-building activities were viewed favorably by 79.3% of respondents for improving job satisfaction. Professional development programs positively influenced retention decisions for 82.6% of respondents. Recognition and reward initiatives were strongly associated with improved work performance by 88.8% of respondents. Lastly, flexible work arrangements were credited with creating a more positive work environment by 85.7% of respondents.

## **CHAPTER FIVE**

### **SUMMARY, CONCLUSION AND RECOMMENDATIONS**

#### **5.1 Summary**

The analysis of management policies and their impact on employee performance reveals a multifaceted relationship that is crucial for organizational success. Leadership styles, communication strategies, performance appraisal systems, and employee engagement initiatives each play a significant role in shaping employee behavior and productivity. The findings suggest that transformational leadership, which emphasizes inspiration and intellectual stimulation, positively influences employee motivation and job satisfaction. On the other hand, autocratic leadership may lead to decreased productivity and dissatisfaction. This highlights the need for organizations to cultivate leadership that is not only directive but also supportive and empowering.

Effective communication within an organization is another critical factor that impacts employee performance. Clear and transparent communication channels foster collaboration and a sense of belonging, which are essential for maintaining high morale and productivity. Poor communication, conversely, leads to misunderstandings, decreased morale, and hindered performance. The study underscores the importance of organizations investing in communication strategies that enhance clarity and openness.

Performance appraisal systems, when designed effectively, can serve as powerful tools for motivating employees. A fair and transparent evaluation process encourages employees to strive for excellence, while poorly designed systems can demotivate and lead to dissatisfaction. The findings suggest that goal alignment, feedback mechanisms, and fairness in appraisals are crucial elements that contribute to employee motivation and overall performance.

Lastly, employee engagement initiatives such as training programs, recognition systems, and work-life balance policies have a significant impact on job satisfaction and performance. The study found that engaged employees are more productive and contribute positively to organizational success. This indicates that organizations need to prioritize initiatives that foster a strong connection between employees and the organization.

#### **5.2 Conclusion**

The study on the impact of management policies on employee performance provides valuable insights into how different aspects of management influence organizational outcomes. Leadership styles, communication strategies, performance appraisal systems, and employee engagement initiatives are all critical components that collectively shape the work environment

and employee behavior. Transformational leadership and effective communication were found to be particularly influential in enhancing employee motivation and job satisfaction. Similarly, fair and transparent performance appraisal systems and well-designed employee engagement initiatives contribute significantly to higher productivity and organizational success. These findings emphasize the importance of adopting a holistic approach to management that considers the various dimensions of employee performance.

In conclusion, organizations seeking to improve employee performance must pay close attention to their management policies. By fostering a leadership style that inspires and motivates, ensuring clear and open communication, designing fair and effective performance appraisals, and implementing robust employee engagement initiatives, organizations can create a work environment that not only enhances productivity but also promotes job satisfaction and employee well-being.

### **5.3 Recommendations**

1. Organizations should encourage leadership that inspires and intellectually stimulates employees, as this has been shown to significantly enhance motivation and job satisfaction.
2. Investing in clear and transparent communication channels is crucial. Regular updates, open forums for feedback, and clear articulation of organizational goals can improve understanding and collaboration among employees.
3. Ensure that performance appraisals are fair, transparent, and aligned with organizational goals. Incorporating regular feedback and focusing on goal alignment can enhance employee motivation.
4. Organizations should design and implement employee engagement initiatives that include training, recognition, and work-life balance policies to improve job satisfaction and performance.
5. Management policies should be continuously monitored and adapted to align with the changing dynamics of the workforce and organizational goals, ensuring they remain effective in enhancing employee performance.



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## QUESTIONNAIRE

KWARA STATE POLYTECHNIC, ILORIN

INSTITUTE OF FINANCE AND

MANAGEMENT STUDIES (IFMS)

DEPARTMENT OF BUSINESS ADMINISTRATION

Dear respondent,

This questionnaire is designed to raise relevant information on the **“EFFECT OF MANAGEMENT POLICY ON EMPLOYEES’ PERFORMANCE IN PUBLIC SERVICE (A case study of Kwara State Ministry of Finance, Ilorin)”**. Your response is needed.

All information supplied shall be used mainly for academic and education purpose only. You are guaranteed of strict confidentiality of all the information provided.

Thank You.

### **SECTION A: RESPONDENT’S PERSONAL INFORMATION.**

Please indicate your response to the statement below by a tick ( ☐ ) in the box below.

1. Gender: (a) male ( ☐ ) (b) female ( ☐ )
2. Age: (a) 18- 20( ☐ ) (b) 21-30( ☐ ) (c) 31-40( ☐ ) (d) 41 and above ( ☐ )
3. Level of Education: (a) SSCE ( ☐ ) (b) National Diploma ( ☐ ) (c) HND ( ☐ ) (d) BSc ( ☐ )

### **SECTION B: THE IMPACT OF VARIOUS LEADERSHIP STYLES, INCLUDING TRANSFORMATIONAL, TRANSACTIONAL, AND AUTOCRATIC, ON EMPLOYEE MOTIVATION, JOB SATISFACTION, AND PRODUCTIVITY**

1. Which leadership style is most likely to increase employee motivation by inspiring them through a shared vision? a) Autocratic ( ) b) Transactional ( ) c) Transformational ( ) d) Laissez-faire ( )
2. Which leadership style primarily focuses on rewards and punishments to manage employee performance? a) Transformational ( ) b) Democratic ( ) c) Transactional ( ) d) Autocratic ( )
3. Employees under which leadership style are most likely to experience high levels of stress and low job satisfaction due to rigid control and lack of input? a) Transformational ( ) b) Transactional ( ) c) Laissez-faire ( ) d) Autocratic ( )
4. Which of the following leadership styles is least likely to foster creativity and innovation among employees? a) Transformational ( ) b) Democratic ( ) c) Transactional ( ) d) Autocratic ( )

**SECTION C: THE ROLE OF COMMUNICATION STRATEGIES IN ENHANCING OR HINDERING EMPLOYEE PERFORMANCE, AND TO IDENTIFY BEST PRACTICES FOR EFFECTIVE COMMUNICATION WITHIN ORGANIZATIONAL SETTINGS.**

1. Which communication strategy is most effective for ensuring that employees clearly understand organizational goals and expectations? a) Open-door policy ( ) b) Top-down communication ( ) c) Informal communication ( ) d) Laissez-faire communication ( )
2. What is a common drawback of using a top-down communication approach in an organization? a) Encourages employee feedback ( ) b) Fosters creativity and innovation ( ) c) Can lead to misinterpretation and low engagement ( ) d) Increases collaboration among teams ( )
3. Which of the following communication strategies is most likely to hinder employee performance by creating confusion and inconsistency? a) Consistent and clear messaging ( ) b) Mixed messages from leadership ( ) c) Two-way communication ( ) d) Regular team meetings ( )
4. What is considered a best practice for effective communication within organizational settings? a) Relying solely on written communication ( ) b) Encouraging open feedback

channels ( ) c) Limiting communication to formal channels ( ) d) Avoiding face-to-face meetings ( )

**SECTION D: THE EFFECTIVENESS OF DIFFERENT PERFORMANCE APPRAISAL ELEMENTS, SUCH AS GOAL ALIGNMENT, FEEDBACK MECHANISMS, AND FAIRNESS, IN PROMOTING EMPLOYEE PERFORMANCE.**

Please tick as appropriate (SA- Strongly Agree A- Agree D- Disagree SD- Strongly Disagree)

S/N	STATEMENTS	SA	A	D	SD
1	Goal alignment in performance appraisals significantly enhances employee performance.				
2	Regular and constructive feedback mechanisms are essential for improving employee performance.				
3	Employees are more motivated when they perceive fairness in the performance appraisal process.				
4	Performance appraisals that involve clear communication and transparency are more effective in driving employee performance.				

**SECTION E: THE INFLUENCE OF VARIOUS EMPLOYEE ENGAGEMENT INITIATIVES ON JOB SATISFACTION, RETENTION, AND PERFORMANCE, AND TO IDENTIFY THE MOST EFFECTIVE PRACTICES FOR FOSTERING A POSITIVE WORK ENVIRONMENT.**

Please tick as appropriate (SA- Strongly Agree A- Agree D- Disagree SD- Strongly Disagree)

S/N	STATEMENTS	SA	A	D	SD
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1	Regular team-building activities have significantly improved my job satisfaction				
2	The company's professional development programs have positively influenced my decision to stay with the organization				
3	Recognition and reward initiatives have directly contributed to an improvement in my work performance				
4	Flexible work arrangements (e.g., remote work options, flexible hours) have created a more positive work environment for me				