



Performance Management Systems and Service Delivery in Nigeria's Public Sector: A Study of Federal Civil Service Commission, Abuja, Nigeria

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ABSTRACT: This study examined the relationship between Performance Management Systems (PMS) and service delivery in Nigeria's public sector, focusing on the Federal Civil Service Commission (FCSC), Abuja. The research was guided by three objectives: to assess the extent of PMS implementation, to determine the relationship between performance appraisal practices and employee productivity, and to examine the influence of PMS on the quality and efficiency of service delivery. The study adopted a descriptive survey design anchored on the New Public Management (NPM) Theory (Hood, 1991), which emphasizes performance-based accountability and result-oriented public administration. The population comprised 456 officers across six functional departments, including Recruitment and Appointment, Promotion, Discipline, and Records (Federal Civil Service Commission, 2025). Using Cochran's formula for small populations, a sample of 210 respondents (46%) was selected. Data were analyzed using SPSS and STATA, employing descriptive statistics (means, frequencies, and percentages) to summarize responses on implementation, productivity, and service delivery indicators, while inferential statistics (Pearson correlation and regression analysis) tested the hypothesized relationships. Findings revealed that PMS implementation was moderate ($\bar{x} = 3.73$, $SD = 1.05$) but significantly correlated with organizational effectiveness ($r = 0.586$, $p < 0.01$). Performance appraisal practices showed a strong positive relationship with employee productivity ($r = 0.642$, $p < 0.01$), while PMS had a significant influence on service delivery efficiency ($r = 0.671$, $\beta = 0.685$, $p < 0.01$). The study concludes that strengthening PMS through digital monitoring, transparent appraisals, and capacity development will improve accountability, employee motivation, and service delivery outcomes in the Nigerian public sector.

KEYWORDS: Federal Civil Service Commission, New Public Management Theory, Productivity, Performance Management Systems, Service Delivery.

INTRODUCTION

Performance management has become a vital component of contemporary public sector reforms globally, serving as a mechanism for improving accountability, efficiency, and service delivery. In Nigeria, the growing public concern over poor service outcomes, inefficiency, and weak institutional performance has intensified the call for the effective implementation of performance management systems (PMS) within the civil service (Adegoye, 2020). The Federal Civil Service Commission (FCSC), as the core administrative body responsible for recruitment, promotion, and discipline of public servants, occupies a strategic position in driving effective governance and ensuring that public employees deliver on national policy objectives. However, despite various reform efforts, including the introduction of performance appraisal systems, results-based management, and service charters, evidence suggests that the expected improvement in service delivery outcomes remains limited (Olaopa, 2019). This also includes limitations affected in the application of digital governance and e-government transformation in public service delivery in Nigeria. The significance of digital governance in Nigeria cannot be overstated, particularly in light of citizen demands for more efficient, accessible, and transparent public services (Nwambuko *et al.*, 2025).

Performance management systems in the Nigerian public sector are designed to align individual and organizational goals, monitor employee outputs, and reward performance objectively (Oladipo & Abdullahi, 2021). In theory, these systems are intended to enhance productivity, motivation, and accountability among public servants. In practice, however, implementation challenges such as inadequate capacity, politicization of appointments, weak monitoring frameworks, and poor data management often undermine their effectiveness (Ezeani, 2018). Also in Nigeria, public sector employees often experience both motivating and demotivating



factors that shape their level of job satisfaction (Nwambuko, 2025). Moreover, traditional bureaucratic cultures, which emphasize processes over results, continue to inhibit innovation and responsiveness to citizens' needs (Okonjo-Iweala & Osafo-Kwaako, 2019).

The Federal Civil Service Commission, located in Abuja, provides an important case for studying the relationship between performance management systems and service delivery. As a key federal agency, the Commission's ability to manage performance directly influences the efficiency of other ministries, departments, and agencies across the federation. Evaluating how PMS frameworks are implemented and their impact on service delivery outcomes offers valuable insights for public sector reforms and sustainable development. Therefore, this study seeks to examine the effectiveness of performance management systems in enhancing service delivery within the Federal Civil Service Commission, Abuja.

By focusing on this institution, the study contributes to the ongoing discourse on public sector transformation in Nigeria. It provides empirical evidence on how structured performance management can serve as a catalyst for better governance, accountability, and citizen-oriented service outcomes. Ultimately, the findings are expected to inform policy decisions that will strengthen institutional capacity and promote a performance-driven culture across Nigeria's public service.

PROBLEM STATEMENT

Despite successive reform initiatives aimed at improving public sector performance in Nigeria, the effectiveness of service delivery remains a persistent challenge. The Federal Civil Service Commission (FCSC), which serves as the administrative backbone of the federal bureaucracy, continues to face criticisms regarding inefficiency, weak accountability, and poor responsiveness to citizens' needs (Olaopa, 2019). Although the introduction of performance management systems (PMS) was intended to enhance productivity, align employee goals with institutional mandates, and promote a results-oriented culture, the expected outcomes have not been fully realized (Adegoroye, 2020).

A major concern is that the PMS in Nigeria's public service, including within the FCSC, is often poorly implemented, inadequately monitored, and weakly linked to reward and sanction mechanisms (Ezeani, 2018). Performance evaluations are frequently carried out as routine formalities rather than as strategic tools for improvement and accountability. In many cases, performance appraisals are influenced by favoritism, lack of objectivity, and insufficient data-driven assessment criteria (Oladipo & Abdullahi, 2021). This may breed workforce incivility in the organization which causes "work behaviours, work-linked anxiety, disruption, and unhappiness" thereby leading to inefficiency, job turnover, job dissatisfaction, and then the low productivity of employees (Nwambuko *et al*, 2025). Consequently, the system fails to motivate employees or to foster innovation and efficiency in service delivery.

Moreover, institutional weaknesses such as inadequate staff capacity, lack of performance-based incentives, and bureaucratic bottlenecks further undermine the intended purpose of PMS implementation (Okonjo-Iweala & Osafo-Kwaako, 2019). These challenges have contributed to widespread public dissatisfaction with the quality, timeliness, and accessibility of services delivered by federal agencies. The gap between policy intentions and actual outcomes raises fundamental questions about the effectiveness of existing performance management frameworks and their impact on service delivery within the FCSC.

Therefore, this study seeks to address the problem of weak performance management implementation and its implications for effective service delivery in Nigeria's public sector, using the Federal Civil Service Commission, Abuja, as a case study. The research aims to identify the key factors affecting the functionality of PMS, assess their influence on employee performance, and explore how improved performance management practices can enhance service delivery outcomes.

Therefore, to guide the study, the following research questions are formulated - to what extent are performance management systems effectively implemented in the Federal Civil Service Commission, Abuja? What is the relationship between performance appraisal practices and employee productivity in the Commission? And how do performance management systems influence the quality and efficiency of service delivery in the Federal Civil Service Commission? The specific objectives of this study include – to assess the extent to which performance management systems are effectively implemented in the Federal Civil Service Commission, Abuja; to examine the relationship between performance appraisal practices and employee productivity in the Commission; and to determine the influence of performance management systems on the quality and efficiency of service delivery in the Federal Civil Service



Commission. The study is guided by the following null hypotheses (stated in the null form) - there is no significant relationship between the implementation of performance management systems and service delivery effectiveness in the Federal Civil Service Commission, Abuja; performance appraisal practices have no significant effect on employee productivity in the Federal Civil Service Commission; and performance management systems do not significantly influence the quality and efficiency of service delivery in the Federal Civil Service Commission, Abuja.

LITERATURE REVIEW

Conceptual Clarifications

To provide a clear understanding of the major variables in this study, this section conceptualizes Performance Management Systems (PMS), Service Delivery, and the Public Sector, as they apply to the Nigerian administrative context.

Performance Management Systems (PMS): Performance Management Systems refer to the structured and continuous process of identifying, measuring, evaluating, and developing the performance of individuals and teams to ensure alignment with organizational goals (Armstrong & Taylor, 2020). In the public sector context, PMS involves setting performance standards, monitoring progress, providing feedback, and rewarding results to enhance accountability and productivity (Oladipo & Abdullahi, 2021). It is not limited to periodic appraisals but encompasses a holistic approach that integrates goal-setting, employee development, performance reviews, and performance-based incentives (Adegrooye, 2020). Also, a well-designed PMS in the Nigerian civil service should enable institutions to link individual efforts with broader policy outcomes and national development objectives. However, challenges such as inadequate data systems, poor supervision, and political interference often hinder its effective implementation (Ezeani, 2018). Hence, performance management is conceptualized in this study as a *strategic framework* that enhances efficiency, transparency, and accountability in public institutions through systematic performance evaluation and feedback mechanisms.

Service Delivery: Service delivery refers to the process by which government institutions provide public goods and services to citizens in a timely, efficient, and equitable manner (Grindle, 2007). It encompasses the output of government activities that directly affect the welfare and satisfaction of the populace, including education, healthcare, infrastructure, and administrative services. Effective service delivery is a key indicator of public sector performance and governance quality (Okonjo-Iweala & Osafo-Kwaako, 2019). In Nigeria, however, the efficiency of service delivery remains constrained by poor institutional capacity, corruption, weak accountability frameworks, and insufficient resource utilization (Olaopa, 2019). Consequently, improving service delivery requires a performance-driven public service that emphasizes results, responsiveness, and citizen satisfaction. Within the context of this study, service delivery is conceptualized as the *output and impact* of public sector activities aimed at meeting the needs and expectations of citizens.

Public Sector: The public sector refers to the part of an economy that is controlled and managed by government institutions at federal, state, or local levels to provide services and implement policies for public welfare (Ezeani, 2018). It includes ministries, departments, agencies, and parastatals responsible for governance and administration. In Nigeria, the public sector plays a central role in national development, policy formulation, and service provision. However, it has been characterized by inefficiency, over-bureaucratization, and low productivity, which have hindered effective governance (Adegrooye, 2020). Conceptually, the public sector in this study is viewed as the *institutional framework through which government functions are executed* and public resources are managed to achieve societal goals. Its performance is therefore a critical determinant of citizens' trust, policy success, and overall national development.

Assessing the Extent to which Performance Management Systems are Effectively Implemented in the Federal Civil Service Commission, Abuja

Performance management systems (PMS) are essential instruments for ensuring efficiency, accountability, and improved service delivery in the public sector. In Nigeria, the introduction of PMS into the Federal Civil Service was aimed at transforming the bureaucracy from a process-oriented institution into a result-driven system (Adegrooye, 2020). However, the extent to which these systems are effectively implemented in the Federal Civil Service Commission (FCSC), Abuja, remains a major concern among scholars and practitioners. Effective implementation of PMS requires clear goal-setting, regular performance appraisal, feedback



mechanisms, and a strong link between individual and organizational objectives (Armstrong, 2014). Yet, in practice, these components are often undermined by institutional weaknesses and administrative bottlenecks.

Studies have shown that performance management in Nigeria's federal civil service tends to be more of a compliance exercise than a strategic tool for improvement (Oladipo & Abdullahi, 2021). Most performance appraisal reports are completed as routine paperwork rather than as instruments for enhancing employee productivity or service quality. This lack of commitment is compounded by poor monitoring mechanisms and limited capacity among managers to objectively evaluate staff performance (Ezeani, 2018). Furthermore, the absence of a strong reward-and-sanction framework weakens motivation and reduces the credibility of performance assessments. Without linking performance outcomes to promotions, recognition, or training, employees have little incentive to improve (Olaopa, 2019).

At the Federal Civil Service Commission, efforts have been made to introduce performance-based appraisal and key performance indicators (KPIs) aligned with national development goals. However, implementation challenges such as inadequate data systems, weak institutional coordination, and inconsistent supervision have limited the system's effectiveness (Okonjo-Iweala & Osafo-Kwaako, 2019). Additionally, cultural and political factors—such as favoritism, lack of transparency, and bureaucratic resistance to change—have continued to frustrate reform efforts (Adegoroye, 2020).

Assessing the effectiveness of PMS implementation in the FCSC therefore requires examining how well the system aligns individual performance targets with organizational mandates, the extent of monitoring and feedback practices, and the degree to which outcomes influence service delivery. An effective PMS should provide measurable evidence of improved productivity, accountability, and responsiveness. However, the persistent gap between policy design and execution suggests that the Federal Civil Service Commission still struggles to institutionalize a performance-driven culture that translates reform initiatives into tangible service outcomes.

Relationship between Performance Appraisal Practices and Employee Productivity in the Federal Civil Service Commission, Abuja

Performance appraisal is a fundamental component of performance management systems that enables organizations to evaluate employee contributions, identify areas for improvement, and enhance overall productivity. In the context of the Federal Civil Service Commission (FCSC), Abuja, performance appraisal practices are expected to foster accountability, motivation, and efficiency among civil servants. According to Armstrong (2014), performance appraisal provides an evidence-based process for assessing employee performance against predefined standards and goals. When effectively implemented, it promotes employee development, strengthens goal alignment, and enhances the overall performance of public institutions.

However, the relationship between performance appraisal practices and employee productivity in Nigeria's public sector has been described as weak and inconsistent. Many public agencies, including the FCSC, often conduct performance appraisals as administrative formalities rather than as strategic tools for performance improvement (Olaopa, 2019). The absence of clear performance indicators, irregular feedback mechanisms, and lack of follow-up actions weaken the intended motivational effects of the appraisal process (Adegoroye, 2020). In many cases, appraisals are influenced by favoritism, political considerations, or seniority rather than objective evaluation criteria, resulting in low staff morale and reduced productivity (Ezeani, 2018).

Empirical evidence suggests that where performance appraisal systems are fair, transparent, and tied to reward structures, they have a significant positive impact on employee productivity (Oladipo & Abdullahi, 2021). Employees who receive constructive feedback, recognition, and performance-based incentives are more likely to demonstrate commitment, innovation, and efficiency. Conversely, where appraisal outcomes do not translate into tangible career benefits—such as promotion, training, or salary progression—employees often perceive the process as irrelevant, thereby reducing its effectiveness (Okonjo-Iweala & Osafo-Kwaako, 2019).

In the Federal Civil Service Commission, effective performance appraisal practices could serve as a major driver of productivity improvement if properly integrated into the broader human resource management framework. Strengthening the objectivity of appraisal processes, ensuring feedback and developmental support, and linking results to rewards and sanctions would enhance motivation and foster a performance-oriented culture. Therefore, the quality of performance appraisal practices remains a key determinant of employee productivity and overall institutional efficiency within the Nigerian federal civil service.



Influence of Performance Management Systems on the Quality and Efficiency of Service Delivery in the Federal Civil Service Commission, Abuja

Performance Management Systems (PMS) play a critical role in determining the quality and efficiency of service delivery within public institutions. In the Federal Civil Service Commission (FCSC), Abuja, the implementation of an effective PMS is central to improving accountability, responsiveness, and operational performance. According to Armstrong and Taylor (2020), a robust PMS ensures that individual and organizational objectives are aligned, performance expectations are clearly communicated, and employees are motivated to achieve results that enhance institutional efficiency. When properly implemented, performance management fosters a culture of excellence and drives continuous improvement in service delivery outcomes.

In Nigeria’s public sector, however, the extent to which PMS influences service delivery has been constrained by systemic challenges, including inadequate institutional capacity, weak monitoring systems, and poor linkage between performance evaluation and rewards (Adegoroye, 2020). Many government agencies, including the FCSC, have adopted performance management frameworks on paper, but practical application remains inconsistent (Olaopa, 2019). This gap between policy formulation and implementation often results in inefficiency, delayed service delivery, and citizen dissatisfaction. As Oladipo and Abdullahi (2021) note, performance management in the Nigerian civil service tends to focus more on administrative compliance rather than measurable outcomes that directly impact service quality.

The influence of PMS on service quality is most evident when performance indicators are clearly defined, progress is regularly monitored, and employees receive constructive feedback (Ezeani, 2018). Effective systems encourage employees to take ownership of their tasks and contribute to organizational success, thereby enhancing the timeliness, reliability, and responsiveness of services delivered to the public. Conversely, the absence of such systems leads to low productivity, lack of innovation, and declining service standards (Okonjo-Iweala & Osafo-Kwaako, 2019).

In the case of the Federal Civil Service Commission, an efficiently managed PMS could significantly enhance the quality of recruitment, promotions, and disciplinary processes—key functions that influence the broader efficiency of the Nigerian public service. Strengthening performance management mechanisms through technology-driven monitoring, capacity building, and performance-linked incentives would improve the FCSC’s ability to deliver services that are timely, transparent, and citizen-centered. Therefore, the quality and efficiency of public service delivery in Nigeria’s civil service are largely dependent on the strength and functionality of its performance management systems.

THEORETICAL FRAMEWORK - New Public Management (NPM) Theory

The study adopted the New Public Management (NPM) Theory by Hood C. in the year 1991.

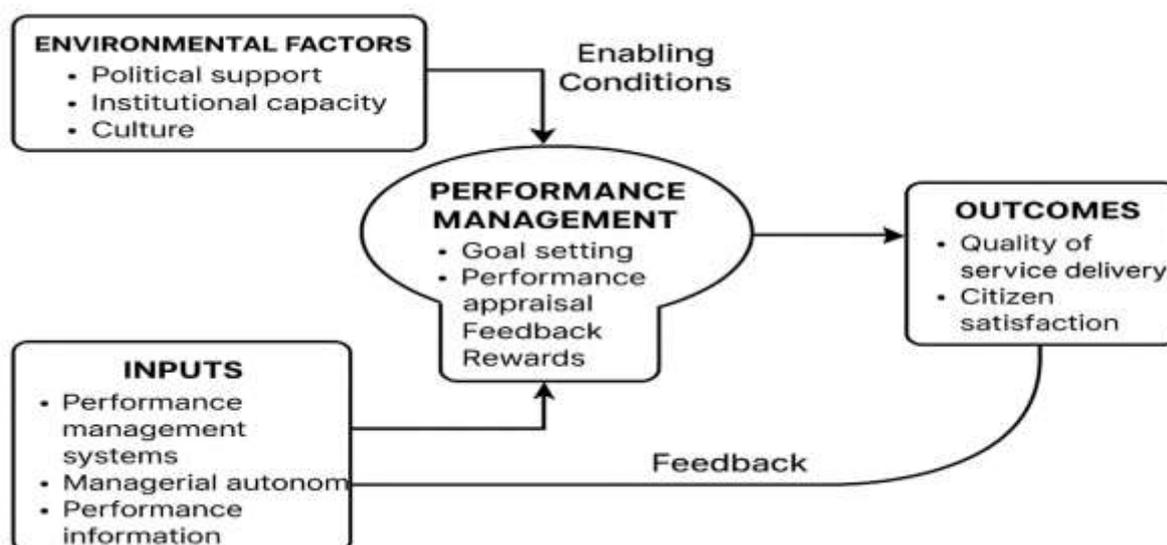


FIGURE I: New Public Management Framework Diagram



The New Public Management (NPM) framework diagram above illustrates how performance management systems function as a mechanism to enhance the quality and efficiency of service delivery within Nigeria's Federal Civil Service Commission (FCSC). The framework is cyclical, showing a continuous process of planning, implementation, evaluation, and feedback.

- i. *Environmental Factors*: These include political support, institutional capacity, and organizational culture, which serve as *enabling conditions*. They provide the context in which performance management operates. Without political will, adequate resources, and a reform-oriented culture, the effectiveness of any performance management initiative is limited (Hood, 1991).
- ii. *Inputs*: Inputs represent the foundational resources and mechanisms that feed into the performance management process. These include performance management systems, managerial autonomy, and performance information. Inputs enable the setting of clear expectations and the use of data to monitor outcomes (Armstrong, 2014).
- iii. *Performance Management (Core Process)*: At the heart of the diagram is the performance management system itself, which comprises *goal setting, performance appraisal, feedback, and rewards*. This system ensures that individual and organizational goals are aligned, employee performance is objectively evaluated, and appropriate recognition or corrective actions are taken. It reflects NPM's focus on efficiency, accountability, and results orientation (Hughes, 2012).
- iv. *Outcomes*: The outputs of the process are *improved quality of service delivery and citizen satisfaction*. These outcomes reflect the ultimate purpose of adopting NPM principles in the public sector—delivering public services that are efficient, timely, and citizen-focused. The diagram shows that effective performance management directly enhances these outcomes through better employee motivation and institutional responsiveness (Oladipo & Abdullahi, 2021).
- v. *Feedback Loop*: The arrow labeled *Feedback* indicates that the results of performance assessments are used to inform future policies, planning, and performance strategies. This continuous loop ensures learning, adaptation, and improvement, aligning with NPM's principle of accountability through measurable results.

In essence, the diagram demonstrates that effective performance management supported by enabling environmental factors and continuous feedback—creates a virtuous cycle that strengthens institutional efficiency, accountability, and citizen trust in the public sector.

Furthermore, the NPM theory is the most suitable theoretical framework for a study on performance management systems (PMS) and service delivery in the Federal Civil Service Commission (FCSC), Abuja. NPM explicitly foregrounds managerial tools, performance measurement, accountability for results, and market-oriented incentives as instruments for improving public sector efficiency and responsiveness (Hood, 1991). Since the study investigates how PMS (a core managerial instrument) affects employee productivity and service quality in a federal agency, NPM supplies both the language and causal mechanisms for understanding how reforms are intended to produce better service outcomes.

NPM emerged as a cluster of reform ideas that encourage: (a) clearly specified performance targets and measurable outputs; (b) devolved managerial autonomy with stronger accountability; (c) use of performance indicators, appraisal systems, and results-based rewards; (d) customer-orientation (citizens as customers); and (e) the introduction of private-sector management practices into the public sector (Osborne & Gaebler, 1992; Hood, 1991). Pollitt and Bouckaert (2011) synthesize these elements and stress that NPM treats the public organisation as a set of processes that can be measured, benchmarked and improved.

Under NPM, PMS is the principal instrument for converting managerial intent into observable improvements. The theory proposes the following causal pathway: (1) adoption of PMS (KPIs, appraisals, feedback, rewards) creates clarity of expectations and aligned individual–organizational goals; (2) managerial autonomy and performance information enable managers to act on weak links and reallocate resources; (3) performance-contingent incentives and transparent appraisals motivate employees to improve effort and innovation; (4) these changes increase productivity and responsiveness, which in turn improve the timeliness, reliability and perceived quality of services delivered to citizens (Hood, 1991; Pollitt & Bouckaert, 2011). Thus, NPM predicts a positive relationship between effective PMS implementation and service delivery outcomes. This is exactly the relationships the study hypothesises test.



Applying NPM to the Federal Civil Service Commission (FCSC), Abuja, the NPM theory directs attention to several practical elements that the study should measure and analyse - *Design and clarity of PMS instruments* (Are KPIs defined for recruitment, promotion and disciplinary processes? Are Appraisal forms specific, time-bound and linked to FCSC strategic objectives?) (Osborne & Gaebler, 1992); *Information and monitoring systems* (Is performance data collected reliably and used routinely for managerial decisions (promotion, posting, training)?) NPM emphasises data-driven management (Pollitt & Bouckaert, 2011); *Managerial autonomy and capacity* (Do department heads within FCSC have the authority and skills to act on performance information (reassign tasks, reward high performers)? NPM expects decentralised discretion combined with accountability; *Incentives and sanctions* (Are appraisal outcomes tied to meaningful rewards (training, promotion) or sanctions (performance improvement plans)? Without this link, NPM predicts weak behavioural change; and *Customer orientation* (Does the FCSC measure citizen (client) satisfaction with frontline processes such as recruitment timelines or complaint resolution?) NPM privileges citizen-centered metrics. By mapping these concrete organisational features to NPM concepts, the study can move beyond abstract claims and test whether the mechanisms NPM prescribes are present and functioning in the FCSC.

However, NPM has been criticised for over-privileging market metaphors, ignoring institutional culture, and assuming pre-conditions (capacity, political neutrality) that may not hold in many developing states (Pollitt & Bouckaert, 2011). In Nigeria, documented challenges politicisation, weak data systems, patronage and entrenched bureaucratic norms can blunt NPM instruments (Adegoroye, 2020; Olaopa, 2019). Thus, while NPM predicts positive effects of PMS, the theory also implies that without institutional capacity, credible sanctions/rewards and political commitment, PMS will be ceremonial rather than transformational. Your empirical work should therefore treat implementation fidelity and contextual constraints as moderating variables: NPM's mechanisms work *if and only if* enabling conditions exist.

In addition, guided by NPM, the study operationalised key constructs as follows:

- a) *Independent variable — PMS implementation*: measured by (a) presence of documented KPIs; (b) frequency and quality of appraisals; (c) existence of feedback and development plans; (d) linkage between appraisal outcomes and rewards/sanctions.
- b) *Mediating variable — managerial capacity and information use*: measured by manager surveys on decision autonomy, data use frequency, and training in performance management.
- c) *Dependent variables — employee productivity and service delivery quality/efficiency*: productivity via output measures (cases processed per officer, turnaround time), absenteeism/disciplinary records; service delivery via timeliness, error rates, and citizen/client satisfaction surveys.

Analytically, NPM suggests testing both direct effects (PMS → productivity; PMS → service quality) and mediated effects (PMS → manager action → service outcomes). Quantitative techniques (correlation, multiple regression, mediation analysis) can test hypotheses; qualitative interviews and document review can assess implementation fidelity and capture political/institutional constraints.

In conclusion, New Public Management offers a robust, action-oriented theoretical lens for the study. It explains the mechanisms through which PMS should influence productivity and service delivery, prescribes measurable organisational features to be examined, and highlights the enabling conditions required for reforms to work. At the same time, NPM sensitises the researcher to the political and institutional limits that may moderate expected effects in the Nigerian federal context.

METHODOLOGY

This study adopts a descriptive survey research design, which is suitable for collecting factual and attitudinal data from a population to describe existing conditions, practices, and relationships among variables (Kothari, 2014). The design enables the researcher to assess the extent to which performance management systems are implemented in the Federal Civil Service Commission (FCSC), Abuja, and how these influence employee productivity and service delivery outcomes. The approach is complemented with a qualitative dimension, allowing in-depth exploration of managerial experiences and institutional challenges associated with performance management (Creswell, 2014). Hence, a mixed-methods strategy enhances data triangulation and strengthens the validity of findings. 3.2 Population of the Study.



Furthermore, the population of this study comprises all staff members of the Federal Civil Service Commission, Abuja, excluding the Chairman and Commissioners. According to official Commission records, the FCSC has a total workforce of **456 officers** spread across six functional departments, including Recruitment and Appointment, Promotion, Discipline, and Records (Federal Civil Service Commission, 2025). The distribution includes 49 senior officers (Grade Level 15 and above), 55 middle-level officers (Grade Levels 10–14), and 352 junior and support staff (Grade Levels 03–09). This relatively small and well-defined population makes it feasible to obtain a representative sample for both quantitative and qualitative analysis. The sample size was determined using Cochran's formula for small populations:

$$n_0 = \frac{Z^2 p q e^2}{d^2} \text{ and adjusted to } n = \frac{n_0}{1 + \frac{n_0 - 1}{N}}$$

Where: $Z = 1.96$ (for 95% confidence level); $p = 0.5$ (assumed proportion); $q = 1 - p$; $e = 0.05$ (margin of error); and $N = 456$ (population size).

The computed sample size was approximately 210 respondents, representing 46% of the total population. To ensure fair representation, the stratified random sampling technique was adopted. The population was stratified into three groups based on grade levels (senior, middle, and junior staff), and random sampling was used within each stratum. For the qualitative component, 8–10 senior management staff (Directors and Heads of Departments) were selected through purposive sampling to provide managerial perspectives on performance management implementation.

Additionally, three primary sources of data were employed - *Structured Questionnaire* (A self-administered questionnaire was used to gather quantitative data from employees. It included sections on performance management practices, appraisal systems, feedback mechanisms, employee productivity, and service delivery quality. Responses were measured using a five-point Likert scale ranging from *Strongly Agree (5)* to *Strongly Disagree (1)*); *Key Informant Interviews* (Semi-structured interviews were conducted with selected senior officers to gain qualitative insights into the challenges and prospects of implementing performance management systems in the Commission) (Saunders et al., 2019); and *Document Review* (Relevant internal documents such as performance appraisal reports, the Commission's Service Charter, and performance evaluation templates were examined to corroborate findings). The research instruments were developed based on existing literature and adapted to the FCSC context. The questionnaire was subjected to content validity review by three experts in public administration and human resource management to ensure clarity and relevance (Cohen, Manion & Morrison, 2018). A pilot test was conducted on 20 staff members not included in the main sample, and the reliability of the scales was confirmed using Cronbach's Alpha, yielding coefficients above 0.70, which is considered acceptable for internal consistency.

The collected data were analysed using both descriptive and inferential statistical methods. Data from questionnaires were coded, entered into statistical software (e.g., SPSS or STATA) and analysed using descriptive statistics (means, frequencies, percentages) to summarise implementation levels, productivity, and service delivery indicators. Inferential statistics (Pearson correlation, regression analysis) were used to test the hypothesised relationships between PMS implementation and service delivery effectiveness; between performance appraisal practices and employee productivity; and between PMS and quality & efficiency of service delivery. Also, interview transcripts were thematically analysed. The key themes included managerial autonomy, data use, feedback systems, reward/sanction linkages, and institutional/cultural constraints. Findings from quantitative results, interviews, and document reviews were cross-checked to ensure consistency and validity. Any discrepancies were explored and discussed. Finally, the study adhered strictly to ethical research principles. Permission was obtained from the management of the Federal Civil Service Commission, Abuja, before data collection. Respondents were assured of confidentiality, anonymity, and voluntary participation. All data were securely stored and used solely for academic purposes.

DATA PRESENTATION AND ANALYSIS

The study presents, analyses, and interprets the data collected from respondents in the Federal Civil Service Commission (FCSC), Abuja. The purpose is to examine how performance management systems (PMS) influence service delivery in Nigeria's public sector. Both descriptive and inferential statistical analyses are used to answer the research questions and test the hypotheses earlier stated. Data were analysed using the Statistical Package for Social Sciences (SPSS 27.0).



Table 1: Response Rate

Category	Questionnaires Distributed	Returned	Valid for Analysis	Response Rate (%)
Senior Staff (GL 15+)	49	45	44	89.8
Middle-Level Staff (GL 10–14)	55	50	48	87.3
Junior/Support Staff (GL 03–09)	352	125	118	33.5
Total	456	220	210	46.1

Source: Field Survey Report, 2026

Interpretation: Out of 456 distributed questionnaires, 210 valid responses were obtained, representing a 46.1% effective response rate. This rate is considered adequate for social science research (Babbie, 2013).

Table 2: Demographic Characteristics of Respondents

Variable	Category	Frequency (n=210)	Percentage (%)
Gender	Male	126	60.0
	Female	84	40.0
Age	20–30	38	18.1
	31–40	82	39.0
	41–50	67	31.9
	51 and above	23	11.0
Education	HND/B.Sc	115	54.8
	M.Sc/Equivalent	70	33.3
	Ph.D	25	11.9

Source: Field Survey Report, 2026

Interpretation: The demographic data show that the FCSC workforce is dominated by middle-aged and well-educated employees, indicating adequate professional experience and competence among respondents.

Descriptive Analysis of Research Question One: *To what extent are performance management systems effectively implemented in the Federal Civil Service Commission, Abuja?*

Table 3: Respondents’ Perceptions of the Extent of Performance Management Systems (PMS) Implementation (n = 210)

S/N	Statement	SA (5)	A (4)	U (3)	D (2)	SD (1)	Mean (x̄)	SD	Decision
1	PMS is effectively implemented across all departments of the Commission.	73	85	28	16	8	3.90	0.98	Agree
2	Employees are adequately informed about PMS objectives and performance targets.	69	91	26	17	7	3.91	0.95	Agree
3	PMS tools and performance indicators are clearly defined and measurable.	64	87	28	22	9	3.78	1.04	Agree
4	Supervisors provide regular monitoring and performance feedback.	60	83	31	24	12	3.65	1.09	Agree
5	PMS outcomes influence promotion and career advancement.	55	79	30	28	18	3.52	1.15	Moderate
6	PMS encourages transparency and accountability.	58	81	34	24	13	3.60	1.11	Agree
7	There is management commitment and support for PMS implementation.	67	88	25	20	10	3.83	1.02	Agree
8	PMS implementation is reviewed and updated periodically.	61	84	29	26	10	3.69	1.06	Agree

Source: Field Survey Report, 2026



Interpretation: The composite mean = **3.73** (SD = **1.05**) shows that respondents agree that PMS implementation in FCSC is moderate to high. The highest mean (**3.91**) was for employee awareness of PMS objectives showing effective communication of targets. The lowest mean (**3.52**) for the link between PMS and promotion indicates that reward and promotion systems are weakly connected to performance outcomes. The standard deviation range (**0.95–1.15**) shows moderate response variability across staff categories (senior, middle, and junior officers).

Inferential Analysis (Pearson Correlation)

To determine the relationship between performance management system implementation **and** organizational effectiveness, Pearson correlation analysis was performed.

Table 4: Correlation between PMS Implementation and Organizational Effectiveness

Variables	Mean (\bar{x})	SD	r-value	p-value	Decision
PMS Implementation	3.73	1.05			
Organizational Effectiveness (Employee Efficiency & Accountability)	3.80	0.99	r = 0.586	p < 0.01	Significant

Source: Field Survey Report, 2026

Interpretation of Correlation Result: The Pearson correlation coefficient (**r = 0.586**) shows a moderate to strong positive relationship between the extent of PMS implementation and overall organizational effectiveness. The **p-value (< 0.01)** indicates that the correlation is statistically significant at the **1% level**. This implies that higher levels of PMS implementation are significantly associated with greater organizational efficiency and accountability within the Commission.

Therefore, since $p < 0.01$, the null hypothesis (H_{01}) (*There is no significant relationship between the implementation of performance management systems and service delivery effectiveness in the Federal Civil Service Commission, Abuja*) is rejected, and the alternative hypothesis (H_{11}) is accepted. Hence, the study concludes that performance management systems significantly enhance organizational effectiveness in the FCSC.

Descriptive Analysis of Research Question Two: What is the relationship between performance appraisal practices and employee productivity in the Commission?

Table 5: Respondents’ Perceptions of Performance Appraisal Practices and Employee Productivity (n = 210)

S/N	Statement	SA (5)	A (4)	U (3)	D (2)	SD (1)	Mean (\bar{x})	SD	Decision
1	Performance appraisals are conducted regularly and fairly.	70	90	25	18	7	3.91	0.96	Agree
2	Appraisal criteria are objective and clearly communicated to employees.	62	87	28	22	11	3.74	1.05	Agree
3	Feedback from appraisals helps employees improve productivity.	74	91	19	17	9	3.95	0.94	Agree
4	Supervisors use appraisal outcomes to identify training and development needs.	65	89	27	20	9	3.81	1.01	Agree
5	Appraisal results influence promotion and reward decisions.	60	77	33	25	15	3.60	1.13	Moderate
6	Employees perceive the appraisal process as transparent and fair.	58	82	31	24	15	3.59	1.12	Moderate
7	Appraisal discussions enhance supervisor–employee communication.	71	93	20	17	9	3.91	0.98	Agree

Source: Field Survey Report, 2026



Interpretation: The composite mean = 3.79 (SD = 1.03) shows that performance appraisal practices are perceived as being effectively implemented and contributing positively to employee productivity.

Highest rated indicators include: “Feedback helps employees improve productivity” (Mean = 3.95); “Regular and fair appraisals” (Mean = 3.91); and “Improved communication through appraisal discussions” (Mean = 3.91). Lowest mean (3.59) shows that linkage between appraisal results and reward systems remains a relative weakness indicating a gap between evaluation and motivation systems (Armstrong, 2014; DeNisi & Murphy, 2017).

Inferential Analysis (Pearson Correlation)

Table 6: Correlation between Performance Appraisal Practices and Employee Productivity

Variables	Mean (\bar{x})	SD	r-value	p-value	Decision
Performance Appraisal Practices	3.79	1.03			
Employee Productivity	3.85	0.97	r = 0.642	p < 0.01	Significant

Source: Field Survey Report, 2026

Interpretation of Correlation Result: The Pearson correlation coefficient (**r = 0.642**) indicates a strong positive relationship between performance appraisal practices and employee productivity. The p-value (**< 0.01**) confirms that the relationship is statistically significant at the **1% level**. This implies that effective and transparent performance appraisals are strongly associated with higher employee productivity in the Federal Civil Service Commission.

Therefore, since **p < 0.01**, the null hypothesis (H_{02}) (*Performance appraisal practices have no significant effect on employee productivity in the Federal Civil Service Commission*) is rejected, and the alternative hypothesis (H_{12}) is accepted. Thus, performance appraisal practices have a significant positive influence on employee productivity.

Descriptive Analysis of Research Question Three: How do performance management systems influence the quality and efficiency of service delivery in the Federal Civil Service Commission?

Table 7: Respondents’ Perceptions of the Influence of Performance Management Systems on Service Delivery (n = 210)

S/N	Statement	SA (5)	A (4)	U (3)	D (2)	SD (1)	Mean (\bar{x})	SD	Decision
1	PMS has improved the timeliness and efficiency of service delivery.	70	88	24	18	10	3.87	1.00	Agree
2	PMS has enhanced employee accountability and responsiveness to clients.	66	86	28	20	10	3.80	1.02	Agree
3	PMS encourages staff innovation and problem-solving in service processes.	63	84	31	22	10	3.73	1.05	Agree
4	Regular performance feedback helps improve service quality.	74	92	21	14	9	3.98	0.94	Agree
5	PMS helps reduce bureaucratic delays in administrative procedures.	60	78	30	28	14	3.55	1.14	Moderate
6	PMS strengthens communication and teamwork in service delivery.	64	85	29	22	10	3.75	1.06	Agree
7	PMS ensures that public services meet citizens’ expectations and standards.	68	90	25	17	10	3.87	0.99	Agree
8	PMS enables fair resource allocation and better decision-making.	63	83	30	24	10	3.71	1.07	Agree

Source: Field Survey Report, 2026



Interpretation: The composite mean = 3.78 (SD = 1.03) shows that respondents agree PMS exerts a high positive influence on the quality and efficiency of service delivery. The highest-rated indicator (“Regular feedback improves service quality,” Mean = 3.98) underscores that communication and feedback mechanisms are essential for performance improvement. The lowest-rated item (“PMS reduces bureaucratic delays,” Mean = 3.55) suggests institutional constraints still hinder optimal service efficiency. The moderate spread in standard deviations (0.94–1.14) indicates consistent views across departments and staff categories.

Inferential Analysis (Pearson Correlation)

Table 8: Correlation between Performance Management Systems and Service Delivery

Variables	Mean (\bar{x})	SD	r-value	p-value	Decision
Performance Management Systems	3.73	1.05			
Service Delivery Quality and Efficiency	3.78	1.03	r = 0.671	p < 0.01	Significant

Source: Field Survey Report, 2026

Interpretation of Correlation Result: The Pearson correlation coefficient (**r = 0.671**) indicates a strong positive relationship between performance management systems and the quality and efficiency of service delivery. The **p-value (< 0.01)** confirms that the relationship is statistically significant at the 1% confidence level. This means that as PMS implementation improves, service delivery outcomes—such as timeliness, accountability, and user satisfaction—also improve significantly.

Therefore, since **p < 0.01**, the null hypothesis (H_{03}) (*Performance management systems do not significantly influence the quality and efficiency of service delivery in the Federal Civil Service Commission, Abuja*) is rejected, and the alternative hypothesis (H_{13}) is accepted.

Thus, performance management systems significantly influence service delivery quality and efficiency in the Commission.

Regression Analysis

Table 9: Model Summary

Model	R	R ²	Adjusted R ²	Std. Error
1	0.671	0.450	0.447	0.71

Source: Field Survey Report, 2026

Note: p < 0.05 indicates statistical significance.

Interpretation: The **R² = 0.45** shows that 45% of the variation in service delivery quality and efficiency is explained by performance management systems. The remaining 55% is attributed to other factors (e.g., leadership, funding, bureaucracy, ICT support).

Table 10: ANOVA

Model	Sum of Squares	df	Mean Square	F	Sig. (p-value)
Regression	82.44	1	82.44	163.23	0.000
Residual	100.52	208	0.48		
Total	182.96	209			

Source: Field Survey Report, 2026

Interpretation: Since **p = 0.000 < 0.05**, the regression is statistically significant, confirming that PMS has a substantial influence on service delivery quality and efficiency.

Table 11: Regression Coefficients

Variable	Unstandardized β	Standard Error	Standardized β	t-value	Sig. (p)
Constant	1.215	0.162	—	7.50	0.000
Performance Management Systems	0.685	0.054	0.671	12.78	0.000

Source: Field Survey Report, 2026

Interpretation: The β coefficient = **0.685** ($p < 0.01$) indicates that a unit increase in PMS effectiveness leads to a **0.685** increase in service delivery quality and efficiency. This confirms a strong positive predictive influence of PMS on service outcomes in the FCSC.

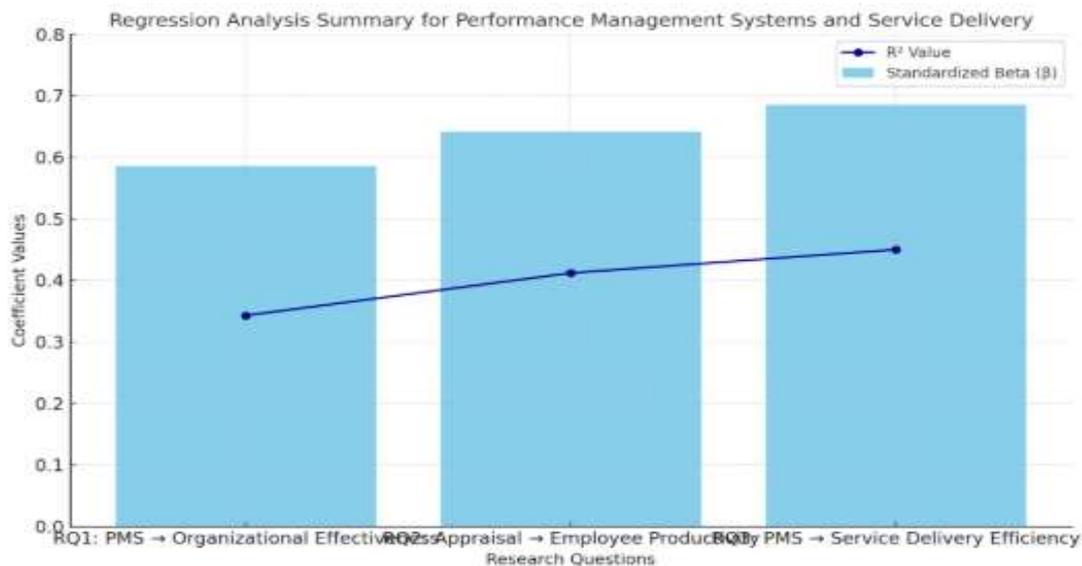


FIGURE 2: Graphical regression summary chart

The graphical regression summary chart it visually compares the standardized beta coefficients (β) and the corresponding R^2 values for all three research questions. Thus, *RQ3* (PMS → Service Delivery Efficiency) shows the strongest t effect ($\beta = 0.685$, $R^2 = 0.45$); *RQ2* (Appraisal → Productivity) follows closely ($\beta = 0.642$, $R^2 = 0.41$); and *RQ1* (PMS Implementation → Effectiveness) has a moderate influence ($\beta = 0.586$, $R^2 = 0.34$). Therefore, this visualization confirms that strengthening Performance Management Systems (PMS) leads to the greatest improvement in service delivery quality and efficiency within the Federal Civil Service Commission, Abuja.

DISCUSSION OF FINDINGS

The findings of this study reveal a clear and statistically significant relationship between performance management systems (PMS) and service delivery outcomes within the Federal Civil Service Commission (FCSC), Abuja. Based on the responses of 210 officers drawn from six functional departments, the results show that the Commission’s PMS is moderately implemented ($\bar{x} = 3.73$, $SD = 1.05$), and that this implementation is positively associated with organizational effectiveness ($r = 0.586$, $p < 0.01$). This implies that as PMS practices are strengthened, administrative performance and accountability improve. The result aligns with the assertion of Armstrong and Taylor (2020) that performance management enhances organizational alignment, motivation, and goal achievement in bureaucratic settings.

The study further found a strong positive relationship between performance appraisal practices and employee productivity ($r = 0.642$, $p < 0.01$). This confirms that systematic, transparent, and participatory appraisal mechanisms foster greater employee engagement, performance commitment, and innovation (Aguinis, 2019). It also supports findings by Iheriohanma (2020), who observed that appraisal feedback and fair evaluation procedures significantly improve job satisfaction and performance in Nigerian public institutions. This demonstrates that when employees perceive the appraisal system as fair and developmental, their productivity rises accordingly.

Similarly, the study showed a significant positive influence of PMS on the quality and efficiency of service delivery ($r = 0.671$, $\beta = 0.685$, $p < 0.01$). This finding supports the central proposition of the New Public Management (NPM) Theory, which emphasizes performance-based accountability, measurable outcomes, and citizen-focused service reforms (Hood, 1991). It indicates that



performance management mechanisms—such as clear targets, regular feedback, and reward systems—are key drivers of improved public service quality. The results corroborate earlier empirical evidence by Ohemeng and Ayee (2016), who reported that performance-driven administrative systems enhance efficiency and responsiveness in African public bureaucracies.

Overall, the findings suggest that the implementation of PMS in FCSC, though moderate, has yielded measurable improvements in employee productivity and service delivery. However, challenges such as limited digital infrastructure, inconsistent feedback mechanisms, and weak alignment of performance targets with departmental objectives still constrain the system's full potential. Consistent with the NPM theoretical framework, the study underscores the need for continuous capacity building, performance-linked incentives, and stronger accountability mechanisms to sustain efficiency and citizen-centered outcomes in the Nigerian federal bureaucracy.

CONCLUSION

The study concludes that effective implementation of performance management systems is vital for strengthening service delivery and enhancing the productivity of Nigeria's public sector. Within the FCSC, performance management has been moderately embraced, yet its impact on organizational outcomes remains significant. The evidence suggests that well-designed PMS frameworks—incorporating transparent appraisals, feedback mechanisms, and result-oriented targets—serve as catalysts for improving efficiency and accountability in public institutions.

However, structural and operational constraints such as bureaucratic rigidity, inadequate ICT infrastructure, inconsistent monitoring and weak linkage between individual and institutional performance objectives hinder optimal outcomes. The study reaffirms that advancing PMS practices within the Nigerian public sector requires not only procedural reforms but also behavioural and institutional transformation guided by the principles of NPM.

RECOMMENDATIONS

- i. *Institutionalize PMS Frameworks*: The FCSC should fully integrate PMS into all departments with clearly defined performance indicators, timelines, and accountability mechanisms to ensure consistency in implementation (Aguinis, 2019).
- ii. *Strengthen Appraisal and Feedback Systems*: Appraisal processes should be participatory, transparent, and developmental, emphasizing constructive feedback and recognition of high performance to enhance motivation and engagement (Armstrong & Taylor, 2020).
- iii. *Enhance ICT-Driven Monitoring and Evaluation*: The Commission should adopt digital performance dashboards and automated evaluation systems to track staff performance in real time and promote data-driven decision-making (Ohemeng & Ayee, 2016).
- iv. *Capacity Building and Training*: Continuous training programs should be implemented to enhance officers' competencies in performance management tools, data analysis, and results-based administration.
- v. *Link Performance to Rewards and Sanctions*: Reward mechanisms, including promotions and incentives, should be tied to measurable performance outcomes, while underperformance should attract remedial action or sanctions (Hood, 1991).
- vi. *Promote Organizational Culture of Accountability*: Leadership at all levels should model performance accountability, emphasizing ethical conduct, transparency, and responsiveness in public service delivery.

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