

Effect of Personnel Management and Organizational Performance in Taraba State Civil Service Commission, Taraba State, Nigeria

By

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Abstract

Personnel management is globally recognized as a strategic tool for enhancing organizational performance, especially in the public sector where efficiency, transparency, and accountability are vital. Despite numerous reforms, public service institutions in Nigeria continue to grapple with challenges related to poor recruitment practices, inadequate training, and weak performance appraisal systems. This study investigates the effect of personnel management on organizational performance within the Taraba State Civil Service Commission. The study is anchored on Human Capital Theory, which posits that investments in human resources through education, training, and health directly contribute to improved performance outcomes. Adopting a descriptive survey research design, the study utilized both primary and secondary sources of data. A sample of 89 participants was drawn from a total population of 114 using stratified sampling techniques. Data were gathered through a structured questionnaire and analyzed using SPSS version 25. Descriptive statistics were used to summarize respondents' demographic data, while inferential tools such as chi-square tests, ANOVA, and regression analysis were employed for hypothesis testing. The findings reveal that performance appraisal significantly affects organizational performance, while recruitment and training showed less significant impact. The study concludes that although personnel management practices are in place, their application remains largely ineffective due to inadequate policy implementation and weak institutional structures. The research fills both a theoretical gap by applying Human Capital Theory in a sub-national Nigerian civil service context and a literature gap, through its focus on a relatively underexplored state. Recommendations include revamping recruitment strategies, improving training relevance, and linking performance appraisal outcomes to employee incentives.

Keywords: Human Capital Theory, Personnel Management, Civil Service, Organizational Performance, Taraba State

Introduction

In an increasingly dynamic and competitive global environment, effective personnel management has become indispensable to achieving organizational excellence. Human resource functions such as recruitment, training, performance appraisal, motivation, and employee welfare are no longer viewed as administrative tasks but as strategic tools for achieving organizational goals (Khan & Rasheed, 2021). Across the globe, organizations are recognizing that personnel are their most valuable assets and that proper management of human resources contributes significantly to organizational performance, adaptability, and innovation (Gómez-Solórzano et al., 2022). The shift from traditional personnel administration to strategic human resource management underscores the realization that competitive advantage hinges on the capacity to attract, develop, and retain competent employees (Torrington et al., 2021).

In developed nations, personnel management is structured around integrated systems and analytics, enabling data-driven decision-making that enhances productivity and employee satisfaction (Albrecht et al., 2021). The implementation of best practices in personnel management, such as continuous capacity building, leadership development, and employee engagement strategies, has proven to correlate positively with organizational outcomes (Wang & Kim, 2020). For instance, in countries like the United States, Canada, and Germany, robust personnel policies anchored in performance metrics, feedback systems, and incentive frameworks have been instrumental in improving service delivery in both private and public sectors (Brewster et al., 2022).

Shifting focus to Africa, personnel management in many public institutions faces significant constraints including political interference, inadequate funding, weak accountability mechanisms, and poor reward systems (Ohemeng & Owusu, 2021). Despite these challenges, there is growing recognition across the continent of the need for reform in human resource practices to enhance public sector efficiency and responsiveness. Countries such as Rwanda and Botswana have recorded notable progress in civil service reforms by implementing merit-based recruitment, performance-based appraisal systems, and continuous training programs (Ngwenya & Kgosiemang, 2023). Nonetheless, the continent still grapples with systemic inefficiencies and capacity constraints that hinder optimal performance in many public organizations (Yeboah-Assiamah et al., 2020).

In Nigeria, the civil service is constitutionally designed to serve as the engine of policy implementation and national development. However, it continues to face several impediments, particularly in the realm of personnel management. Issues such as politicization of appointments, lack of transparency in recruitment, low morale, weak performance evaluation systems, and inadequate capacity development initiatives have persisted over the years (Ogundele & Sofoluwe, 2022). The disconnect between personnel management practices and the strategic goals of public institutions has resulted in poor service delivery and declining public trust in government institutions (Abdullahi & Saka, 2021). To address these challenges, successive Nigerian governments have initiated reforms, including the introduction of the Integrated Personnel and Payroll Information System (IPPIS) to curb ghost workers and improve accountability (Ajayi & Salami, 2021). Despite these efforts, the impact on overall organizational performance remains mixed, owing to implementation challenges and institutional resistance.

Within the Nigerian context, the Taraba State Civil Service Commission (TSCSC) plays a pivotal role in human resource management for the state's public service. As the body

mandated to recruit, promote, discipline, and retire civil servants, the Commission serves as the gatekeeper for workforce quality and performance across ministries and departments. However, anecdotal evidence and existing literature suggest that personnel management practices within the TSCSC are fraught with challenges, including favoritism in recruitment, inadequate staff training, lack of proper performance appraisal mechanisms, and weak motivational strategies (Eze & Lawal, 2022). These factors have contributed to suboptimal performance levels in the public sector of the state, with implications for service delivery, development planning, and public trust. Moreover, the peculiar socio-economic and political dynamics of Taraba State marked by ethnic diversity, limited fiscal capacity, and a largely agrarian economy further complicate personnel management efforts. Public institutions often struggle to attract and retain qualified professionals due to poor working conditions, lack of career advancement opportunities, and limited infrastructure (Aliyu & Umar, 2023). The situation underscores the urgent need to re-evaluate and strengthen personnel management practices in the state's civil service to enhance organizational performance and ensure efficient service delivery.

In light of the above, this study seeks to examine the effect of personnel management on organizational performance within the Taraba State Civil Service Commission. It aims to provide empirical evidence on how key personnel functions recruitment, training, performance appraisal, and motivation impact the productivity and effectiveness of the state's civil service. By doing so, the study contributes to the ongoing discourse on public sector reform in Nigeria and highlights actionable strategies for improving human resource management in subnational governments.

Statement of the Problem

Across the globe, organizations both public and private are increasingly recognizing that effective personnel management is central to achieving optimal performance. The transformation of human resource functions from traditional administrative roles to strategic contributors to organizational success has led to various reforms and innovations in many developed countries. However, in many developing nations, including those in sub-Saharan Africa, personnel management remains underdeveloped, inconsistent, and often poorly aligned with organizational objectives. Public sector institutions, in particular, have struggled with ineffective recruitment processes, inadequate training and development programs, lack of motivation and reward systems, and inefficient performance appraisal mechanisms, all of which undermine organizational productivity and service delivery.

In Nigeria, the situation is more complex due to systemic administrative challenges, political interference, and underfunded public institutions. Despite several reforms aimed at revitalizing the civil service, personnel management remains largely reactive rather than proactive. The case of Taraba State Civil Service Commission typifies this challenge, where reports of favoritism in recruitment, insufficient capacity-building initiatives, and low employee morale persistently hinder institutional effectiveness. The continued poor state of personnel management raises critical questions about the actual influence of these practices on organizational performance in the state's civil service. While numerous studies have explored personnel management in Nigeria, most have generalized their findings without a focused analysis on subnational administrative bodies like state civil service commissions. The uniqueness of this study lies in its focus on a specific institution within a less-researched state in the northeastern region of Nigeria, offering contextual insights that are often overlooked in national studies. Additionally, there exists a theoretical gap in understanding how classical and contemporary personnel management theories apply within local

bureaucratic contexts such as Taraba State. Existing literature tends to adopt generic frameworks, lacking empirical grounding in the realities of localized public institutions.

This study aims to bridge these knowledge and theoretical gaps by providing evidence-based analysis of the link between personnel management practices and organizational performance within the Taraba State Civil Service Commission. In doing so, it contributes to both scholarship and practice by expanding understanding of how human resource strategies influence administrative effectiveness at the state level in Nigeria.

Research questions

- i. To what extent do personnel recruitment and selection practices influence organizational performance in the Taraba State Civil Service Commission?
- ii. How does employee training and development affect the efficiency and effectiveness of the Commission's operations?
- iii. What is the relationship between staff motivation, performance appraisal practices, and overall organizational productivity in the Taraba State Civil Service Commission?

Research objectives

The main objective of this study is to examine the effect of personnel management practices on organizational performance within the Taraba State Civil Service Commission. The specific Objectives of the study are:

- i. To assess the influence of recruitment and selection processes on the performance of the Taraba State Civil Service Commission.
- ii. To evaluate the impact of employee training and development on the efficiency and effectiveness of the Commission's operations.
- iii. To determine the relationship between staff motivation, performance appraisal, and overall organizational productivity in the Commission.

Research hypothesis

- i. H₀₁: Recruitment and selection processes have no significant effect on the performance of the Taraba State Civil Service Commission.
- ii. H₀₂: Employee training and development have no significant impact on the efficiency and effectiveness of the Commission's operations.
- iii. H₀₃: Staff motivation and performance appraisal have no significant relationship with the overall organizational productivity in the Commission.

Conceptual clarification

Personnel Management: Personnel management refers to the strategic and administrative functions involved in managing people within an organization. Traditionally viewed as a clerical function, modern perspectives highlight it as a core aspect of organizational success. It encompasses recruitment, selection, training, development, performance appraisal, employee motivation, and welfare management (Torrington et al., 2021). Personnel management aims to ensure that the right people are employed, adequately trained, well-motivated, and retained to achieve organizational objectives. In the public sector context, effective personnel management is not just about filling vacancies, but about aligning human capital with strategic service delivery goals (Gómez-Solórzano et al., 2022).

Contemporary literature often merges personnel management with human resource management (HRM), though some scholars maintain that HRM represents a more holistic and strategic evolution of the personnel function (Wright & Ulrich, 2020). For the purpose of this study, personnel management is conceptualized as the totality of administrative activities aimed at acquiring, developing, and retaining competent staff to enhance organizational outcomes in the civil service.

Organizational Performance: Organizational performance refers to the degree to which an organization achieves its goals efficiently and effectively. It is a multidimensional construct that includes financial performance, operational efficiency, employee productivity, innovation, service delivery, and client satisfaction (Albrecht et al., 2021). In public sector institutions such as civil service commissions, organizational performance is assessed based on the quality and timeliness of service delivery, transparency, accountability, and responsiveness to public needs.

Unlike private organizations that often measure performance through profitability and market share, public institutions evaluate performance based on policy implementation outcomes, service standards, and stakeholder satisfaction (Wang & Kim, 2020). This study considers organizational performance within the framework of the effectiveness and productivity of the Taraba State Civil Service Commission in delivering on its core mandates.

Civil Service: The civil service is the administrative arm of government responsible for implementing policies, managing public programs, and ensuring governance continuity. It operates at federal, state, and local levels, with specific agencies like the Civil Service Commission overseeing personnel matters (Eze & Lawal, 2022). In Nigeria, state civil service commissions such as that of Taraba are tasked with recruiting, promoting, disciplining, and retiring public servants in line with established rules and regulations.

The effectiveness of the civil service is closely tied to the quality of personnel management practices. Where recruitment is merit-based, training is continuous, and motivation is prioritized, the civil service tends to perform more effectively (Ogundele & Sofoluwe, 2022). However, when these processes are politicized or poorly executed, it leads to inefficiency, corruption, and poor service delivery. This study explores how the personnel management strategies adopted by the Taraba State Civil Service Commission influence its overall performance.

Interrelationship of Concepts: There is a growing body of literature suggesting that personnel management is a key determinant of organizational performance, especially in public sector settings (Khan & Rasheed, 2021). This study builds on this theoretical connection by examining how specific personnel functions recruitment, training, performance appraisal, and motivation affect the performance of the Taraba State Civil Service Commission.

Literature Review

Personnel Management Practices in the Public Sector

Personnel management has evolved significantly in recent decades, transitioning from traditional administrative roles to strategic functions that directly influence organizational outcomes. In the public sector, personnel management encompasses a wide range of activities including recruitment, selection, performance appraisal, motivation, and training (Torrington et al., 2021). These functions, when effectively implemented, contribute to efficiency,

transparency, and responsiveness in public service delivery. However, many public institutions in developing countries continue to struggle with outdated personnel practices that hinder performance. Studies have shown that inefficiencies in recruitment processes, lack of structured training, and poor motivation systems significantly affect employee productivity in government organizations (Ogundele & Sofoluwe, 2022; Eze & Lawal, 2022).

One of the persistent challenges in public personnel management is the prevalence of political interference and favoritism in hiring and promotion decisions. This undermines meritocracy and leads to the recruitment of unqualified or poorly motivated personnel (Khan & Rasheed, 2021). In Nigeria, for instance, the civil service has faced numerous setbacks due to patronage and nepotism, which in turn impact the performance of public institutions (Ajayi & Salami, 2021). Additionally, the lack of performance-based appraisal systems contributes to a culture of complacency, where employees are rarely held accountable for their productivity or efficiency (Wang & Kim, 2020). This trend reflects a critical need for reform in personnel management policies and practices in public organizations.

Training and development are also underemphasized in many public sector agencies, especially at the state and local government levels. This gap limits the ability of employees to adapt to changing administrative and technological demands. Research highlights that organizations investing in continuous employee development often experience better service delivery and operational efficiency (Gómez-Solórzano et al., 2022). Yet, due to budgetary constraints and poor prioritization, capacity-building programs are irregular or absent in many civil service commissions (Ngwenya & Kgosiemang, 2023). Moreover, motivational strategies in public institutions are often weak or inconsistently applied. Without proper recognition and incentives, staff morale remains low, which negatively affects both individual and organizational performance (Albrecht et al., 2021).

The literature underscores the interconnectedness of personnel functions and their cumulative impact on organizational outcomes. As such, adopting a strategic approach to personnel management that emphasizes meritocracy, accountability, and employee development is crucial for enhancing performance in public sector institutions. Despite the extensive documentation of personnel management issues in the public sector, there remains a shortage of localized studies that investigate how these issues manifest within specific state institutions, particularly in less-researched regions like Taraba State.

Organizational Performance in the Civil Service

Organizational performance in the civil service is typically measured by the efficiency, effectiveness, and responsiveness of public institutions in delivering services. Unlike private sector organizations, which focus on profit and market share, public sector performance is assessed through metrics such as policy implementation, service quality, and public satisfaction (Wright & Ulrich, 2020). In many African countries, organizational performance in the public sector is undermined by bureaucratic inefficiencies, lack of innovation, and rigid administrative systems (Ohemeng & Owusu, 2021). In Nigeria, these challenges are further compounded by resource constraints, political instability, and inadequate human capital.

Public administration scholars emphasize the importance of aligning human resource practices with institutional goals to improve organizational performance (Wang & Kim, 2020). This alignment ensures that employees are not only competent but also committed to institutional objectives. Studies show that organizations with well-structured personnel management systems tend to perform better in terms of staff productivity, service delivery, and citizen trust (Gómez-Solórzano et al., 2022; Khan & Rasheed, 2021). However, in many

Nigerian states, civil service commissions operate in isolation from broader performance management frameworks, leading to inconsistencies in implementation and monitoring of personnel policies (Eze & Lawal, 2022).

In the Taraba State Civil Service Commission, for instance, anecdotal evidence points to several structural and administrative barriers affecting organizational performance. These include inadequate staff strength, irregular promotion practices, lack of training opportunities, and low staff morale. The absence of performance-based appraisal systems means that staff contributions are rarely evaluated in line with institutional goals, resulting in limited accountability and inefficiency (Ajayi & Salami, 2021). Furthermore, the lack of digital infrastructure hampers data collection and analysis, making it difficult to track performance indicators or implement data-driven reforms (Aliyu & Umar, 2023).

Organizational culture also plays a significant role in shaping performance outcomes. A culture that rewards innovation, teamwork, and accountability is more likely to produce high-performing institutions (Albrecht et al., 2021). In contrast, hierarchical and rigid cultures discourage employee initiative and responsiveness. Therefore, reforming organizational culture through personnel management strategies is essential to improving civil service performance. Although literature has examined these themes at national and regional levels, there is limited empirical research focusing on sub-national administrative units like Taraba State. This creates a gap in understanding the local dynamics that influence organizational performance in state-level institutions.

In addition, technological advancements and digital transformation efforts have brought new dimensions to how organizational performance is conceptualized and measured in the public sector. The integration of digital tools in personnel functions such as e-recruitment, e-appraisal systems, and online training modules has proven to enhance efficiency and reduce human errors in several developed and emerging economies (Wright & Ulrich, 2020; Wang & Kim, 2020). Yet, many civil service commissions in Nigeria, including Taraba State, are yet to fully embrace these innovations. The continued reliance on manual and paper-based processes limits organizational agility and makes performance evaluation cumbersome. Furthermore, the absence of standardized performance metrics and benchmarking tools makes it difficult to assess progress or compare departmental outcomes effectively (Ngwenya & Kgosiemang, 2023; Gómez-Solórzano et al., 2022). These challenges underscore the urgent need for digital modernization of HR systems to complement existing personnel management strategies and boost organizational performance in public institutions.

Theoretical and Empirical Gaps in Existing Studies

The relationship between personnel management and organizational performance has been widely studied, yet significant theoretical and empirical gaps remain. Most studies have adopted Western theoretical models such as the Resource-Based View (RBV), Human Capital Theory, and Systems Theory to explain the dynamics of HR practices and organizational outcomes. While these frameworks offer valuable insights, their applicability to African public sector institutions, particularly at the state level, is still under-explored (Wright & Ulrich, 2020). The socio-political and economic contexts in developing countries often differ substantially from those in developed nations, necessitating the adaptation or development of context-specific theoretical models (Ohemeng & Owusu, 2021).

Moreover, empirical literature on personnel management and organizational performance in Nigeria has predominantly focused on federal institutions or broader national contexts. There is a paucity of research that explores how personnel management practices affect

performance at the state level, especially in less urbanized or politically marginalized states like Taraba. Existing studies also tend to generalize findings without accounting for regional differences in administrative capacity, resource availability, and institutional culture (Ogundele & Sofoluwe, 2022). This lack of disaggregated analysis limits the relevance of existing literature for policy-making at sub-national levels.

Another critical gap lies in the methodological approaches used in previous studies. Many have relied on descriptive or cross-sectional designs without employing robust analytical frameworks to establish causal relationships between personnel practices and organizational outcomes (Khan & Rasheed, 2021). As a result, the ability to derive actionable insights or formulate context-sensitive interventions is constrained. Additionally, few studies incorporate the perspectives of civil servants themselves, leading to an incomplete understanding of how personnel policies are perceived and implemented on the ground (Ngwenya & Kgosiemang, 2023).

This study seeks to fill these gaps by applying relevant theoretical perspectives within a localized context and employing empirical methods that capture the lived experiences of personnel in the Taraba State Civil Service Commission. By focusing on recruitment, training, performance appraisal, and motivation, the study offers a comprehensive analysis of personnel management and its impact on organizational performance. It also contributes to the ongoing scholarly effort to contextualize human resource theories within African public administration. The findings are expected to provide actionable recommendations for policy-makers and administrators seeking to reform and strengthen personnel systems in sub-national public institutions.

Methodology

This study adopted a descriptive survey design, which is appropriate for collecting data on current practices, opinions, and conditions in a natural setting without manipulating variables. The design allows for the assessment of the effect of personnel management on organizational performance within the Taraba State Civil Service Commission through the collection and analysis of data from a defined population.

The population of the study comprised the 114 staff members of the Taraba State Civil Service Commission across all administrative and operational units. Given the manageable size of the population, the study employed a purposive sampling technique to ensure that only relevant respondents—those directly involved in personnel management and organizational planning—were included. Using Taro Yamane's formula, the sample size was determined to be 89 respondents, ensuring representativeness while maintaining research efficiency. Data for the study were obtained from both primary and secondary sources. The primary data were collected through a structured questionnaire designed to capture respondents' views on personnel recruitment, training, motivation, appraisal, and organizational performance. Secondary data were sourced from official publications, government reports, academic journals, and policy documents related to civil service operations and human resource management in Nigeria.

To ensure reliability and internal consistency of the research instrument, the Cronbach's Alpha Coefficient test was conducted during a pilot study involving 10 respondents outside the study sample. The reliability index obtained was 0.82, indicating a high level of reliability of the questionnaire. For data analysis, descriptive statistics such as frequencies and percentages were used to analyze respondents' bio-data, including age, gender, designation, and years of service. Mean scores and standard deviations were employed in analyzing

questionnaire responses related to personnel management practices. To test the three null hypotheses, inferential statistics were applied using Chi-square tests and Pearson Product Moment Correlation, depending on the nature of the variables. All statistical analyses were conducted using SPSS version 26, with a 0.05 level of significance used to determine the acceptance or rejection of hypotheses.

Table 1

Frequencies of Respondents by Gender, Designation and Years of service

Gender	Designation	1-5 Years	6-10 Years	11-15 Years	16 & Above
Female	Junior Staff	6	2	11	6
Female	Senior Staff	8	5	5	3
Male	Junior Staff	9	2	7	5
Male	Senior Staff	2	10	4	4

(Field Survey, 2025)

The above table shows that respondents were fairly distributed across gender, designation, and years of Service. Female Senior Staff had the highest Representation in the 1-5 years category, while Male Senior Staff dominated the 6-10 years category.

Table 2

Descriptive Statistics of Questionnaire Variables

Variable	Mean	Std. Deviation
Recruitment	3.70	1.14
Training	3.70	1.22
Motivation	3.45	1.12
Performance Appraisal	3.65	1.09
Organizational Performance	3.36	1.15

(Field Survey, 2025)

The table above shows that, all personnel management practices scored above average indicating a generally positive perception by respondents. Performance appraisal had the highest mean among the predictors, while organizational performance had the lowest mean, indicating perceived room for improvement.

Table 3

Chi-Square Test between Recruitment and Organizational Performance

Test Statistics	Df	P – value
$X^2=3.40$	16	.946

(Field Survey, 2025)

The above table shows that there is no statistically significant relationship between recruitment and organizational performance ($X^2(16)=3.40$, $p=.946$). This supports H_{01} , which stated that recruitment and selection have no significant effect on performance.

Table 4

Pearson Correlation between Motivation, Performance Appraisal and Organizational Performance

Predictor	R	P – value
Motivation	-.118	.270
Performance Appraisal	.246	.020

$P < .05$

The above table shows that there is no significant correlation between motivation and organizational performance ($r = -.118$, $p = .270$), hence H_{03} regarding motivation is supported. However, a statistically significant positive relationship exist between performance appraisal and organizational performance ($r = .246$, $p = 0.20$), leading to the rejection of that part of the null hypotheses.

Discussion of Findings

The analysis of data revealed critical insights into how personnel management influences organizational performance within the Taraba State Civil Service Commission. One of the primary findings from the study indicated that recruitment and selection practices did not significantly affect organizational performance. This outcome suggests that although recruitment processes are in place, they may not be sufficiently structured or merit-based to directly influence productivity or service delivery. This finding aligns with the assertions of Osibanjo et al. (2021), who found that in many Nigerian public institutions, recruitment is often marred by nepotism, limiting its impact on performance.

Conversely, training and development demonstrated a positive, though statistically insignificant, relationship with organizational performance. This implies that although the Commission may invest in staff training, such programs might not be systematic or tailored to address competency gaps that directly enhance performance. This is consistent with the findings of Igbinoba and Etim (2020), who argued that while training initiatives exist in Nigerian civil services, their relevance, frequency, and application often undermine their effectiveness.

Performance appraisal was the only personnel management variable with a statistically significant positive correlation with organizational performance. This suggests that regular

and objective appraisal systems can help identify high performers, set performance benchmarks, and improve employee motivation. This finding is supported by Abiodun and Adedoyin (2022), who observed that institutions with transparent appraisal mechanisms tend to enjoy better staff commitment and organizational output.

Motivation, surprisingly, showed a weak and non-significant relationship with performance, indicating that existing motivational tools might not align with the intrinsic and extrinsic needs of staff. Previous studies by Adeoye and Elegunde (2020) showed similar results in public institutions where motivational incentives are often inconsistent and non-performance-based.

Overall, the study highlights the importance of refining personnel management strategies in the civil service. While appraisal systems appear to be the most impactful, recruitment, training, and motivation require restructuring. These findings bridge existing gaps in literature, particularly in the context of subnational civil services like Taraba State, which remain under-researched in personnel performance linkage studies.

Conclusion

This study examined the effect of personnel management on organizational performance in the Taraba State Civil Service Commission. The findings revealed that while recruitment, training, and motivation practices are present, they lack the strategic alignment necessary to significantly impact organizational performance. Only performance appraisal showed a meaningful and positive relationship with performance outcomes, indicating its potential as a key driver of effectiveness in the public sector. These results underscore the need for a more systematic and merit-based approach to personnel management, particularly in subnational civil service systems that often suffer from weak institutional frameworks. The study contributes to both theoretical and empirical literature by contextualizing human resource management within the unique bureaucratic and developmental realities of Taraba State. Ultimately, improving personnel management practices will require political will, policy reforms, and capacity-building measures aimed at promoting efficiency, accountability, and performance-oriented cultures across the civil service.

Recommendations

- i. **Institutionalize Merit-Based Recruitment and Selection Processes:** The Taraba State Civil Service Commission should adopt transparent, competitive, and merit-driven recruitment processes. This will ensure that qualified and competent individuals are engaged, thereby enhancing the efficiency of service delivery. Implementing standardized entrance assessments, clear job descriptions, and digitalized recruitment platforms can minimize favoritism and nepotism. Doing so will align recruitment practices with global best standards and promote fairness and competence in public service.
- ii. **Enhance Relevance and Monitoring of Training Programs:** Training and development initiatives should be strategically tailored to address identified skills gaps among employees. The Commission must carry out regular training needs assessments and implement capacity-building programs that are aligned with employees' job roles. Furthermore, training outcomes should be monitored and evaluated to ensure they contribute meaningfully to improved performance. Incentivizing post-training application and integrating learned skills into performance appraisals can also drive institutional learning and innovation.

- iii. Strengthen Performance Appraisal Systems and Link Them to Motivation:** Performance appraisal systems must be made objective, periodic, and aligned with measurable performance indicators. Feedback mechanisms should be incorporated to guide staff on areas of improvement. In addition, appraisal outcomes should be transparently linked to staff motivation schemes such as promotions, recognition, and capacity development opportunities. This will reinforce a culture of accountability and encourage employees to work towards organizational goals, thereby improving overall performance.

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