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PERFORMANCE MANAGEMENT SYSTEM AND EMPLOYEES' PERFORMANCE IN FEDERAL MEDICAL CENTRE, KEFFI, NASARAWA STATE

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Abstract: Organisations often appraise the performance of their staff so as to know their current and future skills. The effectiveness of the implementation of performance management practices depends on a variety of factors that are interrelated to the success of the implementation in organisations. This study examines the effect of performance management systems on employees' performance in Federal Medical Centre, Keffi, Nasarawa State. The study adopted a descriptive research design, and the population was comprised of 3,700 employees of Federal Medical Centre, Keffi, Nasarawa State, of which an estimated sample size of 361 was drawn using Taro Yamane's (1967) formula. Data collected was analysed using descriptive statistics, correlation, and multiple linear regression. The study found that performance planning significantly improves employees' performance in Federal Medical Centre, Keffi, while reward does not significantly improve employees' performance in Federal Medical Centre, Keffi. The study concluded that the performance management system has a positive and significant effect on employees' performance in Federal Medical Centre, Keffi, Nasarawa State. The study recommends that the management of Federal Medical Centre, Keffi, Nasarawa State should prioritize a comprehensive reward scheme that incorporates both financial and non-financial programmes in the appropriate proportion through employees' involvement in such policy design.

Keywords: Performance Management System, Performance Planning, Performance Reward, Employees' Performance, Employees' Attitude to Work

INTRODUCTION

An effective performance management (PM) system is crucial for any organization. Therefore, it becomes critical to have a well-structured performance management system in place that can help organisations overcome obstacles efficiently. By implementing performance management practices, employees can have clear expectations of what is required of them and where they need to improve. This leads to increased employee engagement and motivation, which ultimately drives productivity levels up. Furthermore, a strong performance management system enables managers to identify the top performers among their staff. Recognising high-performing employees with rewards or promotions can boost morale across the entire team while creating healthy competition within the workplace. In addition to motivating individual employees, implementing a consistent performance management process ensures that everyone in the organisation is working toward common goals. This allows businesses better to align their strategies and objectives with overall organizational goals, leading to greater business success (Siraj & Hagen, 2023). Globally,

performance management has become increasingly important in today's competitive market environment.

Performance management is one of the vital activities performed by FMC, Keffi to monitor the performance of their staff. FMC Keffi should often appraise the performance of their staff so as to know their current and future skills. The effectiveness of performance management practice in an organization is still under ambiguity, as the effectiveness of implementation depends on a variety of factors that are interrelated to the implementation success in organizations. Performance management is a planned process whose five primary elements are agreement, measurement, feedback, positive reinforcement, and dialogue. It deals with measuring outcomes in the form of performance against expectations. Performance management is characterized by setting for ongoing dialogues about performance (Buli, 2017). It is a continuous and flexible process that involves managers and those whom they manage acting as partners within a framework. It relies on consensus and cooperation rather than control or coercion (Soressa & Zewdie, 2021). The purpose of performance management differs from organization to organization, depending on the objective to be achieved.

Performance management systems are complete techniques that encompass performance planning, feedback, appraisal, training, development, and rewards (Siraj & Hagen, 2023). Effective performance planning can help employees understand what is expected of them and how their work contributes to the success of the organization, which can lead to improved performance. This suggests that involving employees in the planning process can lead to greater ownership over their work, which ultimately leads to improved results.

Employee morale and productivity might suffer as a result of imprecise expectations, inconsistent feedback, and insufficient recognition and reward if a performance management system is not in place (Herrera, 2017). Pilot study conducted by the researcher (2023) showed that the management of Federal Medical Centre (FMC), Keffi, Nasarawa State has practiced performance management system (PMS) to improve its employees' performance, yet, there is still unanswered question regarding which set of PMS predictors can most effectively enhance employee performance.

Despite numerous studies, such as Siraj and Hagen (2023); Soressa and Zewdie (2021); Mbugua, et al (2015); and Decramer, et al., (2013) conducted in Ethiopia, Jimma Town, Kenya and Belgioum respectively on the effect of performance management systems (PMS) on employee performance, no such research has been carried out in Nigeria using Federal Medical Centre, Keffi, Nasarawa State. By investigating the effect of PMS factors such as performance planning and reward systems in FMC, Keffi, the researcher aims to provide a more comprehensive understanding of how these factors relate to improving employees' output levels.

The hypotheses of this study are presented in null form as below:

H_{O1}: Performance planning has no significant effect on employees' performance in Federal Medical Centre, Keffi, Nasarawa State.

H_{O2}: Performance reward has no significant effect on employees' performance in Federal Medical Centre, Keffi, Nasarawa State.

This study is significant in the sense that the findings will help the management of Federal Medical Centre, Keffi, Nasarawa State, to know which of the performance management system predictors most effectively contribute to employees' performance. It will also help policymakers build the right performance management system for their organization. It will help policymakers tackle the challenges confronting performance management systems and employees' well-being in Nigeria.

The scope of this study covers performance management systems proxies such as performance planning and reward. Employees' performance will be measured by attitude to work. The study adopted these proxies because most studies did not adopt performance management systems to measure with attitude to work. Moreover, Federal Medical Centre, Keffi, was chosen for this study because the healthcare sector is a critical pillar of society. They provide essential services for maintaining and improving the population's health. The performance of employees within this sector is crucial in ensuring the quality and efficiency of healthcare delivery.

LITERATURE REVIEW

Performance Management System

Performance is the accomplishment or outputs/outcomes of a task undertaken, but it also states that performance is about doing the work effectively so as to achieve the desired goals. It can also be perceived as non-job-specific behaviours such as cooperation, dedication, enthusiasm, and persistence that develop the effectiveness of the organization to enhance the working culture and climate of the organization. It is a systematic process for improving organizational performance by developing the performance of individuals and teams (Soressa & Sewdie, 2021).

Performance Planning

Performance planning process is a step by which the manager and individual get together to discuss upon what the employee will achieve over the next period (the key responsibilities of the persons job and the goals the person will work on) and how the person will do the job (the behaviours and competencies the organization expects of its members). They typically also discuss the individual's development plans. Performance planning is the stage where the supervisor and the employee meet to discuss and agree on what needs to be done and how it should be done (Herrera, 2017). Performance planning typically involves a meeting between an appraiser and an appraisee. The agenda for this meeting includes four major activities; coming to agreement on the individual's key job responsibilities; developing a common understanding of the goals and objectives that need to be achieved; identifying the most important competencies that the individual must display in doing the job; and creating an appropriate individual development plan (Soressa & Zewdie, 2021).

Performance Reward

A reward system is a tool for attracting and retaining talented employees, as well as motivating them to produce quality work. An individual who is well rewarded considers himself or herself valuable to the organization. When an employer invests in its employees and demonstrates genuine interest in their professional growth, the employee responds by working harder and with greater enthusiasm for the company (Nkouangas, 2023). According to Freeman (2019), both financial and non-financial rewards can boost worker satisfaction. The author also claims that giving workers exclusively cash rewards can hinder performance. Eventually, these employees will view the awards as lacking value, and their performance efforts will diminish.

Employees' Performance

Performance is the achievement of specific tasks measured against predetermined or identified standards of accuracy, completeness, cost, and speed. Employee performance can be manifested in improvement in production, ease in using the new technology, and highly motivated workers. Employee performance is the important factor and the building block that increases the performance of the overall organization. Employee performance depends on many factors like job satisfaction, knowledge, and management, but the most important factor of employee performance is training and development (Dukhan et al., 2017).

Employee performance is defined as the achievement of set standards in terms of accuracy and completeness over a specified period of time (Afshan et al., 2012). It is defined as the way to perform job tasks according to the prescribed description. The level of employees' performance is dependent not just on their actual skills but also on the level of motivation exhibited by the individuals. All the activities performed by employees in an organization, regardless of their departments, are interrelated and affect the overall performance of the organization. It is important, therefore, that all section heads understand that the ineffectiveness of employees under their supervision adversely affects the performance of the organization as a whole. This poor performance lowers the organization's competitive advantage in the market (Chei et al., 2014)

Employees' Attitude to Work

Employee job attitude is defined as a set of attitudes and thoughts towards work, and such attitudes and thoughts are shown in the form of work involvement and organisational commitment. According to Vandenabeele (2019), positive emotions such as a feeling of satisfaction would bring about higher performance, especially when regarding performance as being broader than simple task performance. It is also pertinent to note that a good pay package, conducive working environment, and equal level playing ground among employees can bring about a positive job attitude, and their combination will also determine the performance of employees in their workplace.

Empirical Review

Performance Management and Employee Performance

Siraj and Hagen (2023) investigated the role of performance management systems in enhancing employee productivity in Ethiopian SMEs. A cross-sectional research design was adopted. Both qualitative and quantitative data were collected using primary sources such as questionnaires. The population of the study was all active employees working in 29,555 registered SMEs in the city. A purposive sampling technique was used for participant selection. A sample size consisting of 134 employees was selected based on statistical power analysis using G * Power software version 3.1. Data was analysed via multiple regression analysis and Pearson's correlation techniques. Findings showed that performance management has a statistically significant positive relationship with employee performance.

In the same vein, Soressa and Zewdie (2021) examined the effect of performance management practice on the employee performance of public institutions in Jimma Town, Ethiopia. The study used five performance management practices (performance planning, performance training, performance appraisal, performance reward, and performance feedback) to see their influences on employee performance. The study adopted a cross-sectional, descriptive and causal research design, together with a quantitative approach. Both primary and secondary data were collected using questionnaires and document analysis. The study targeted 431 employees and managers from seven selected public institutions in Jimma town, and 207 respondents were selected using a simple random sampling technique. The study used both descriptive and inferential data analysis techniques to analyse the data obtained. Based on the analysis, the study found a positive relationship between employee performance and performance planning, performance training, performance appraisal, performance reward, and performance feedback. Likewise, the findings reveal that performance training and performance feedback have a significant relationship with employee performance. It is recommended that the management of the selected public institutions in Jimma town should integrate their performance management practices with their organisational goals and objectives while applying performance management.

Performance Panning and Employee Performance

Lutaaya and Mokaya (2018) assess the relationship between performance management planning and employee performance in the East African Community Secretariat, Tanzania. A cross-sectional study design was adopted. The study covered a simple random sample of 57 respondents comprising employees of the East African Secretariat. Data were collected by means of a semi-structured survey questionnaire. Data analysis was done using descriptive and inferential statistical tools. The study revealed that performance management planning had a positive and statistically significant relationship with employee performance. The regression analysis affirmed the correlation results, showing that performance management planning caused variations in employee performance. However, the above study failed to disclose the study population as the sample size of 57 is too small for the generalization of results.

Similarly, Al-Thawadi and Hadi (2024) explored the relationship between performance assessment and employee performance: the role of performance planning and performance review. The study collected 100 valid responses from employees in the IT department. The findings in this study indicated that performance planning and performance review play a considerable role in the relationship between performance assessment and employee performance. This is because employee performance, attitude, and behaviour may not change significantly without proper performance planning. It was, therefore, concluded that employees perceive improved performance through efficient and fair performance assessment reviews and performance planning.

In the work of Edeh and Dialoke (2020), the authors investigated the effect of performance planning on the organisational performance of selected hotels in Nigeria. The study adopted a cross-sectional survey research design. The sample size of the study was 92 employees of fifteen hotels in Ebonyi State. Convenient sampling was used to select fifteen hotels operating in Ebonyi State and registered with the Ebonyi State Ministry of Culture and Tourism. A self-developed close-ended questionnaire was used to collect data from the respondents. Descriptive statistics were used to analyse participants' demographic characteristics, while regression was used to analyse the hypotheses. Findings in the study revealed that planning dimensions have a positive and significant effect on organizational performance.

Performance Rewards and Employee Performance

Alansari and Javed (2021) assessed the impact of rewards and compensations on employee performance in Jeddah City, Saudi Arabia. The study adopted a descriptive research design. The population of the study was 100 employees from small and medium organization in Jeddah City, Saudi Arabia. The online questionnaire survey process was employed to obtain direct information from a pre-selection sample compensation of primary data. The data was analysed using Microsoft Excel based on graphical presentation and frequency tables. The study found that there was a positive correlation between the employees' compensation and their performance.

Also, Chukwuma et al. (2022) assessed the effect of reward on employee performance in the Oyi local government area of Anambra State, Nigeria. The study adopted a survey research design. The population of the study was 1470. Data was sourced through the use of both primary and secondary sources. The method of data analysis in this study was correlation. The finding of the study shows that the reward system also influences the motivation of employees, which consistently has an impact on their productivity. Rewards are very important in every organisation because they will bring out the employees' best, and the organization will achieve its set objectives. However, this study claimed to have used both primary and secondary sources of data collection; no hypotheses were tested. The researcher failed to show how they arrived at the results by testing the hypotheses. The study disclosed the population of 1470 in this study but failed to disclose the sample size. The correlation analysis that the study claimed to have used to analyse the data collected for the study cannot show the effect. Therefore, the findings in this study cannot be generalised.

In the same vein, Noorazem et al. (2021) assessed the effects of reward systems on employee performance in Malaysia. The study adopted a survey research design. Using a quantitative approach, 132 sets of questionnaires were distributed to the participants selected using convenience sampling. Data were analysed using SPSS software, and a few analyses were carried out, such as correlation analysis and regression analysis. Findings showed a significant impact of reward system on employees' performance. However, the study failed to indicate the population but the sample size. With this, it cannot be established whether the sample size is adequate or not. Therefore, the result may not be generalised.

Theoretical Framework

Two-Factor Theory (Herzberg's)

Psychologist Frederick Herzberg developed the Two-Factor Theory of motivation in the 1950s. This theory is based on Maslow's hierarchy of needs, but he distinguishes needs in hygiene factors and motivators or growth factors. Herzberg's theory generated a lot of interest from academics and managers who were looking for ways to motivate their employees. The reason for so much interest in Herzberg's results comes from the dual character of his work. His theory not only describes employees' needs but also goes further and presents how to enrich jobs and make the workforce more motivated (Fincham & Rhodes, 2005). Herzberg indicates that job satisfaction and job dissatisfaction are not opposite phenomena (Herzberg, 1968). According to him, the opposite of satisfaction is no satisfaction, and the opposite of dissatisfaction is no dissatisfaction. Herzberg suggests that different factors produce satisfaction and dissatisfaction. People are satisfied with their work by factors. Herzberg highlighted that when in an institution hygiene factors do not exist (e.g. salary, job security, working conditions, level and quality of supervision, company policy, and administrative and interpersonal relations), employees are dissatisfied and if these factors exist it does not mean that employees are motivated or satisfied (Herzberg, 1968).

However, this study relies on two-factor theory because it provides a strong link between motivation and the performance of employees. Herzberg presented that performance can come as an emanation of feelings like achievement, advancement, growth which are related to motivation.

METHODOLOGY

This study adopted a descriptive research design and a quantitative approach. The population of this research covered all the employees of the Federal Medical Centre, Keffi, Nasarawa State, which is 3700 staff according to the Human Resources Department Record as of 2024.

Table 1: Employees' Population Distribution in Federal Medical Centre, Keffi

S/N	Categories	No.	Percentage
1	Clinical	1480	40%
2	Non-clinical	2220	60%
	Total	3,700	100%

Source: Field Survey (2024)

In view of the size of the population, the researcher determined the sample size with the aid of Taro Yamane's (1967) sample technique, which is as follows:

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

Margin error = 5%

Where;

N = population size (3,700)

1 = is constant

e = is the Margin of error (5%)

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

$$n = \frac{3{,}700}{1 + 3{,}700(0.0025)}$$

$$n = \frac{3{,}700}{1 + 9.25}$$

$$n = \frac{3{,}700}{10.25} = 361$$

The calculated sample size is 361. Israel (2013) suggested that 20% of the sample size should be added to the determined sample size to account for unreturned, incorrectly filled, and invalid copies of the questionnaire. Therefore, the researcher added 72 (which is 20% of the sample size) to account for non-returned and/or invalid questionnaires. This brings the total sample size of this study to 433.

To assign the sample size of 433 to the strata, the researcher used the Bourley's proportional formula as follows:

$$nb = \frac{\mathrm{nr(n)}}{\mathrm{N}}$$

Where:

nb = Number allocated to each stratum

n = Sample Size

nr = Total population for each stratum

N = Total population

Table 2 Sampling Distribution using Bourley's Proportional Allocation Formula

SN	Categories	Population	Sample per Category
1	Clinical	1,480	$nb = \frac{1480*433}{3,700} = 173$
2	Non-clinical	2,220	$nb = \frac{2,220*433}{3,700} = 260$
	Total	3,700	433

Source: Field Survey (2024)

In data collecting, only primary data was collected during this study. Primary data is data collected directly from first-hand experience. It was designed in a five (5) point Likert-type scale questionnaire to collect information from the respondents regarding variables for statistical analysis of the responses.

Expert opinions were used to assess content validity and reliability. The questionnaire was evaluated to ensure the questions were answered correctly.

Table 3 indicates the reliability value of the variables.

Table 3: Reliability Test

Variables	Items	Cronbach's Alpha
Employees Attitude	5	0.77
Performance Planning	5	0.88
Performance Reward	5	0.81

Source: Researcher's Computation (2024)

However, the Alpha values are reliable. The reliability of the questionnaire was that with an Alpha value of 0.7 or more, the instrument was regarded as reliable.

The statistical tools that were employed in this study are multiple regression and simple percentages. Multiple regression was used to determine if there is an effect in the relationship between the variables. The software, Statistical Package for Social Science SPSS version 24.00, was used in analysing data in this study, and the output showed the t-test, f-test, and the probability of either accepting or rejecting based on the condition of 5% level of significance.

A multiple model was used to estimate the effect of the variables, and this is expressed in this study as follows:

$Y = \alpha + \beta_I x$ ……(1)

Where y = dependent variable, α = intercept, $ß_1$ is coefficient and *x* is the independent variable. However, the above model is expressed as:

$EMA = \alpha + ß_1PPL + ß_2PRD + \mu$ …..(2)

Where:

EMA = Employees' attitude to work

PPL = Performance Planning

PRD = Performance Reward

ß = Coefficient

α = Intercept

μ = Error terms

Although there are other performance management variables, this study focuses solely on performance planning and rewards due to the limited number of studies conducted on these aspects. Many studies have utilised other variables such as performance appraisal, feedback, and training. Therefore, this study addresses the gap by examining performance planning and rewards.

The statistical tool, regression, that was used was necessary because it shows the relationship between the dependent variable and independent variable. The use of t-test and f-test is also unique because they explain the significance level of the dependent variable on the independent variables and the overall significance of the variables or indicate the goodness fit of the model, respectively.

DATA ANALYSIS AND RESULTS

Four hundred and thirty-three (433) copies of the questionnaire were distributed so as to account for unreturned, incorrectly filled and invalid questionnaires. Table 4 shows the response rate of the questionnaire administered.

Table 4: Returned Questionnaires

Responses	Questionnaires Administered	Questionnaire Returned	Questionnaire not Returned	Percentage Returned
Clinical	173	153	20	41.92
Non-Clinical	260	212	48	58.08
Total	**433**	**365**	**68**	**100**

Source: Field Survey (2024)

Table 4 shows the return rate on the number of questionnaires administered in percentages. It shows that 41.92% of respondents were clinical staff who participated in the exercise, while 58.08% were non-clinical staff. The implication is that the majority of the respondents were non-clinical staff.

Data Analysis

Table 5: Descriptive Statistics on the Variables

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
EMP	386	1.00	5.00	3.0086	1.25944
PPL	385	1.00	5.00	3.5243	1.22104
RWD	386	1.00	5.00	3.8157	1.25471
Valid N (listwise)	386				

Source: SPSS version 27.00

Table 5 shows the result of the descriptive statistics, which indicates the mean and standard deviation as well as the minimum and maximum value of the variables. The mean value of attitude to work (EMP) is 3.00, the mean value of performance planning (PPL) is 3.52, and the mean value of reward (RWD) is 3.81. The table also recorded the standard deviation of the variables as indicated in the table. The implication of the table is that the minimum answer to the questionnaire is 1 while the maximum is 5.

Table 6: Correlation Analysis for the Variables

		EMP	PPL	PAP
EMP	Pearson Correlation	1	.680**	.660**
	Sig. (2-tailed)		.000	.000
	N	386	386	386
PPL	Pearson Correlation	.680**	1	.801**
	Sig. (2-tailed)	.000		.000
	N	386	386	386
RWD	Pearson Correlation	.660**	.772**	1
	Sig. (2-tailed)	.000	.000	.000
	N	386	386	386

Source: SPSS version 27.00

Table 6 shows that there is a strong positive association between Performance planning and employee performance at a 5% level of significance with a correlation coefficient of 0.680. This implies that Performance planning has a strong positive relationship with employees' performance at Federal Medical Centre, Keffi, Nasarawa State. Reward also has a strong positive relationship with employees' performance at Federal Medical Centre, Keffi, Nasarawa State, at a 5% level of Significance with a correlation coefficient of 0.660. The implication is that there is a strong

positive relationship between Reward and employee performance in Federal Medical Centre, Keffi, Nasarawa State.

Test of Hypotheses

Table 7: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.821[a]	.674	.673	.48225

a. Predictors: (Constant), RWD, PAP
Source: SPSS version 27.00

Table 7 shows the regression coefficient R2 with a value of (0.674), which means that (67.4%) of the variation in employees' performance can be explained by Performance Planning and Reward. The remaining value of (0.326), representing (32.6%), can be explained by other related factors not stated in the regression model.

Table 8: ANOVA

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	184.978	2	92.489	397.692	.000[b]
	Residual	89.305	384	.233		
	Total	274.283	386			

a. Dependent Variable: EMP
b. Predictors: (Constant), RWD, PAP
Source: SPSS version 27.00

Decision Rule: 5% level of significance

Table 8 shows the fitness of the model that was formulated earlier. Considering the F-statistics value of (397.692) with a tabulated p-value of (0.000), which is less than the 5% level of significance, i.e., (0.000<0.05). The implication is that the model is well fitted, and the study can fail to accept or reject the null hypotheses.

Table 9: Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.492	.129		3.805	.000
	PAP	.841	.034	.796	24.536	.000
	RWD	.038	.022	.055	1.685	.093

a. Dependent Variable: EMP
Source: SPSS version 27.00

Table 9 shows the coefficient of performance planning (0.841), which is positive and significant considering the T-statistic value of (24.536) and the p-value (0.000) in enhancing employee performance in Federal Medical Centre, Keffi, Nasarawa State. EMP = 0.492 + 0.841_PPL shows that employees' performance increases by 84.1% for every 1% improvement in performance planning at Federal Medical Centre, Keffi, Nasarawa State.

The co-efficient of Reward (0.038) is positive and significant considering the T-statistic value (1.685) and the p-value (0.093) in increasing employee performance in Federal Medical Centre, Keffi, Nasarawa State, while EMP = 0.492 + 0.038_RWD shows that employees performance increases by 3.8% at every 1% improvement in Reward at Federal Medical Centre, Keffi, Nasarawa State.

DISCUSSION OF FINDINGS

From the analysis of this study, it is observed that performance management systems have a positive effect on employees' performance in Federal Medical Centre, Keffi, Nasarawa State. However, the specific findings are:

The first finding revealed that the majority of the respondents indicated that FMC staff are always engaged in establishing goals for themselves in line with the overall organizational goal; the roles and responsibilities of employees in FMC are clear and enable their understanding of their specific duties, thereby contributing to organizational goals; skills and competencies are always taken into consideration as requirements for task execution in FMC.

The result from the coefficient table 12 shows that performance planning with a coefficient value of (0.841) implies that performance planning has a positive effect on employees of Federal Medical Centre, Keffi, Nasarawa State. The significant value of (0.000) is less than the significant value of (0.05). This, therefore, means that performance planning has a significant effect on employees' performance in Federal Medical Centre, Keffi, Nasarawa State. This study, therefore, fails to accept the null hypothesis, which states that performance planning has no significant effect on employees' performance in Federal Medical Centre, Keffi, Nasarawa State. This study is in tandem with the study of Lutaaya and Mokaya 92018), Al-Thawadi and Hadi (2024), and Edeh and Dialoke (2020), who also found that performance planning has a statistically significant positive relationship with employee performance.

Lastly, the result of the final finding shows that performance rewards insignificantly improve employee performance in Federal Medical Centre, Keffi, which is revealed by the responses of the respondents, who state that their organization rewards hard work and overtime. However, rewards through promotion have not enhanced their loyalty to FMC Keffi. Their benefits and medical aids are inadequate, and even the remuneration packages they receive do not suit their lifestyle, which led to the acceptance of the null hypothesis. Reward does not significantly impact employee performance because the management of FMC has not studied and understood exactly the types of reward systems that can impact their employees' performance.

The coefficient value of reward has a positive value of (0.038) with a probability value of (0.093). This indicates that reward has a positive effect on the performance of employees of Federal Medical Centre, Keffi, Nasarawa State, and is statistically insignificant at (5%) as the probability value of (0.093) is greater than (0.05). The study, therefore, fails to reject the null hypothesis, which states that reward has no significant effect on employees' performance in Federal Medical Centre, Keffi, Nasarawa State. The study contradicts the findings of Abinsari and Javed (2021), Noorazem et al. (2021), and Chukwuma et al. (2022), who posit that there is a significant impact of the reward system on employees' performance.

Conclusion and Recommendations

The study concludes that the performance management system has a positive and significant effect on employee performance at Federal Medical Centre, Keffi, Nasarawa State.

Based on the conclusion, the following recommendations were made in order to enhance performance management systems geared toward improving employees' performance in Federal Medical Centre, Keffi, Nasarawa State.

i. The management of Federal Medical Centre, Keffi, Nasarawa State, should consistently promote and improve employee participation in the performance planning process as this will increase their morale and belongingness.
ii. Federal Medical Centre, Keffi, Nasarawa State should prioritize a comprehensive reward scheme that incorporates both financial (good salary structure) and non-financial programmes (recognition, better work environment) in the appropriate proportion through employees' involvement in such policy design.

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