

LEVERAGING PERFORMANCE MANAGEMENT SYSTEMS FOR THE QUALITY-OF-SERVICE DELIVERY IN HEALTH CENTRES

APROVEITAMENTO DOS SISTEMAS DE GESTÃO DE DESEMPENHO PARA A PRESTAÇÃO DE SERVIÇOS DE QUALIDADE EM CENTROS DE SAÚDE

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Abstract

Across various industries, performance management systems (PMS) are crucial for improving organisational effectiveness and guaranteeing the provision of high-quality services. With an emphasis on important elements like goal-setting, performance evaluation, feedback, training, and leadership support, this study examined the impact of PMS on service quality. Employee data was gathered through structured questionnaires, and regression analysis and descriptive statistics were used for analysis. A statistically significant positive correlation between PMS and service delivery quality was found in the results, suggesting that a large amount of the diversity in service outcomes can be explained by efficient performance management. Organisations with well-implemented PMS were found to benefit from increased employee motivation, competence, and accountability, which translated into improvements in timeliness, responsiveness, reliability, and overall satisfaction among service recipients. These results highlight the importance of systematically implementing and continuously refining performance management practices to achieve organisational objectives and promote excellence in service delivery. For managers and policymakers, the study underscores the need to prioritise PMS as a strategic tool that not only

Resumo

Em diversos setores, os sistemas de gestão de desempenho (PMS) são fundamentais para melhorar a eficácia organizacional e garantir a prestação de serviços de alta qualidade. Com ênfase em elementos importantes como definição de metas, avaliação de desempenho, feedback, treinamento e apoio da liderança, este estudo examinou o impacto dos PMS na qualidade do serviço. Os dados dos funcionários foram coletados por meio de questionários estruturados, e a análise foi realizada utilizando análise de regressão e estatística descritiva. Os resultados revelaram uma correlação positiva estatisticamente significativa entre o PMS e a qualidade da prestação de serviços, sugerindo que grande parte da diversidade nos resultados dos serviços pode ser explicada por uma gestão de desempenho eficiente. Verificou-se que as organizações com PMS bem implementados se beneficiam de maior motivação, competência e responsabilidade dos funcionários, o que se traduziu em melhorias na pontualidade, capacidade de resposta, confiabilidade e satisfação geral entre os destinatários dos serviços. Esses resultados destacam a importância de implementar sistematicamente e refinar continuamente as práticas de gestão de desempenho para atingir os objetivos organizacionais e promover a excelência na



strengthens organisational performance but also supports sustainable service excellence over time.

Keywords: Feedback. Goal Setting. Organisational Effectiveness. Performance Management System. Service Delivery.

prestação de serviços. Para gestores e formuladores de políticas, o estudo ressalta a necessidade de priorizar o PMS como uma ferramenta estratégica que não apenas fortalece o desempenho organizacional, mas também apoia a excelência sustentável dos serviços ao longo do tempo.

Palavras-chave: Feedback. Definição de Metas. Eficácia Organizacional. Sistema de Gestão de Desempenho. Prestação de Serviços.

1 INTRODUCTION

Performance Management Systems (PMS) have evolved significantly from early administrative and control-oriented approaches to managing employee performance (Armstrong & Taylor, 2023; Aguinis, 2019). Historically, the roots of performance management can be traced to the scientific management era of the early 20th century, pioneered by Frederick Taylor, which emphasised efficiency, standardisation, and output measurement. During this period, performance assessment focused primarily on task completion and productivity metrics, with little attention to service quality or employee development. By the mid-20th century, organisations began shifting towards Management by Objectives (MBO), popularised by Peter Drucker (Drucker, 1954; Aguinis, 2019), which introduced goal alignment between organisational objectives and individual performance. This shift laid the groundwork for modern PMS, although service quality remained a secondary consideration rather than a core performance indicator. Performance management was extended beyond financial metrics to encompass internal processes, learning and growth, and customer satisfaction with the advent of Total Quality Management (TQM) and later the Balanced Scorecard (BSC) in the 1980s (Kaplan & Norton, 2020; Armstrong & Taylor, 2023). In both public and service sectors, contemporary PMS now integrates continuous feedback, digital performance tracking, and data-driven decision-making, with a strong emphasis on service delivery quality. Globally, PMS is recognised as a critical mechanism for enhancing service delivery across both public and private sectors (OECD, 2021; World Bank, 2022). In developed economies such as the United States, the United Kingdom, and countries within the European Union, PMS frameworks are embedded in organisational governance structures

to ensure efficiency, transparency, and service excellence. In the public sector, reforms inspired by New Public Management (NPM) have promoted results-oriented performance measurement, benchmarking, and citizen-focused service delivery (Hood, 1995; OECD, 2021), with performance indicators emphasising timeliness, accessibility, reliability, and user satisfaction. Digital governance and e-performance systems have further strengthened monitoring and evaluation. In the private sector, multinational organisations use PMS to maintain competitive advantage by linking employee performance to customer experience outcomes, service innovation, and continuous improvement (Aguinis, 2019; Brynjolfsson & McAfee, 2020). Across regions, PMS practices vary due to institutional, cultural, and economic differences (Armstrong & Taylor, 2023; Yamoah, 2021). In North America and Western Europe, PMS is largely developmental, combining performance appraisal with coaching, training, and career progression, while service quality is measured through customer satisfaction surveys, service-level agreements, and performance dashboards. In Asia, countries such as China, Singapore, and South Korea link PMS closely to national development goals and organisational discipline, emphasising performance accountability, efficiency, and service innovation, with technology-driven platforms widely adopted. In developing and emerging economies, PMS implementation often faces challenges, including weak institutional capacity, resistance to change, and limited performance data (World Bank, 2022; Yamoah, 2021). Nevertheless, evidence suggests that effective PMS contributes positively to service quality when supported by leadership commitment and adequate resources. In Nigeria, PMS adoption has gained prominence in the public sector, driven by reforms aimed at improving service delivery and efficiency (Adebayo, 2021; World Bank, 2022). Historically, performance management in Nigeria was dominated by traditional appraisal systems focused on seniority and routine reporting, but recent initiatives have emphasised performance contracts, key performance indicators (KPIs), and service charters. Despite these reforms, challenges such as inconsistent implementation, limited capacity for measurement, and weak linkages between outcomes and rewards persist (Olaopa, 2020; Adebayo, 2021). Nevertheless, empirical studies indicate that well-implemented PMS positively influences quality-of-service delivery, particularly when goals are clearly defined, monitored, and aligned with citizen expectations. Performance Management Systems consist of several interrelated variables that influence employee behaviour and

organisational outcomes. Goal setting and alignment ensure that individual objectives are clearly defined and linked to organisational goals, enabling employees to understand expectations and contribute meaningfully to service delivery (Armstrong & Taylor, 2023; Aguinis, 2019). Performance measurement and appraisal involve using objective, transparent, and relevant indicators to assess both individual and organisational performance, enhancing accountability and supporting informed managerial decisions (Aguinis, 2019; OECD, 2021). Feedback and communication focus on providing continuous, constructive input and fostering open dialogue between supervisors and employees, allowing performance gaps to be identified and addressed (DeNisi & Smith, 2014). Training and development enhance employees' competencies and skills, improving their capacity to deliver high-quality services (Noe *et al.*, 2021), while reward and recognition systems link performance outcomes to incentives, promotions, or acknowledgement, increasing motivation and commitment (Armstrong & Taylor, 2023). Leadership and management support are crucial, as committed leaders ensure PMS is implemented consistently, resourced adequately, and aligned with organisational objectives, fostering a culture of continuous improvement (Yamoah, 2021). Quality of service delivery is shaped by several key variables. Timeliness reflects the promptness of service provision, while reliability refers to consistency and dependability (Parasuraman, Zeithaml & Berry, 1988; OECD, 2021). Responsiveness captures the willingness and ability to meet customer needs, and assurance and competence encompass the professionalism and skills demonstrated by service providers, fostering trust among users (Zeithaml, Bitner & Gremler, 2020). Customer satisfaction represents overall user evaluation of service quality, and accessibility and equity ensure fair and inclusive service provision (Kotler & Keller, 2022; World Bank, 2022). Monyei *et al.* (2020) claim that PMS directly and indirectly influences these outcomes by enhancing employee motivation, accountability, and competence, enabling organisations to monitor performance, identify gaps, and implement corrective actions (Aguinis, 2019; OECD, 2021). Empirical evidence consistently links robust PMS frameworks to higher service quality and customer satisfaction. In practice, however, many organisations, particularly in the public sector and developing economies, struggle with PMS implementation. Common challenges include unclear performance indicators, weak monitoring and evaluation mechanisms, inadequate feedback processes, and limited linkage between

performance outcomes and rewards or sanctions. Routine appraisal exercises often fail to drive service improvement, while poor leadership commitment, insufficient training, resistance to change, and underutilised performance data exacerbate service quality issues. Ineffective PMS results in delays, poor responsiveness, low employee morale, reduced accountability, and inefficient resource utilisation, ultimately undermining public trust and organisational effectiveness. These gaps between PMS design and actual implementation underscore the need for empirical investigation into the effect of PMS on service delivery quality, particularly in contexts facing institutional and operational challenges. Addressing this issue is critical for informing policy, enhancing organisational performance, and improving service outcomes.

2 STUDY OBJECTIVE

Ascertain the effect of performance management systems on the quality-of-service delivery in health centres.

3 UNDERSTANDING THE RELATED LITERATURE

3.1 Goal-setting theory

Locke and Latham's Goal-Setting Theory (1990) is a highly prominent theory that explains both individual and organisational performance. Employees perform better when given goals that are explicit, detailed, and difficult rather than ambiguous or easily achievable, according to the theory, which holds that human behaviour is primarily governed by conscious goals and intentions. Through attentional concentration, effort mobilisation, persistence, and the promotion of task-relevant methods, goals act as motivational drivers. A fundamental tenet of the theory is that performance is improved by having clear goals since it eliminates uncertainty around job expectations. Employees who understand what is expected of them can direct their efforts efficiently, and goal commitment is strengthened when objectives are perceived as important and achievable. Feedback is a critical component, allowing individuals to assess progress toward goals and make necessary adjustments (Locke & Latham, 2002). Within the context of

Performance Management Systems (PMS), Goal-Setting Theory provides a strong theoretical foundation for goal alignment and performance monitoring. PMS translates organisational objectives into departmental, team, and individual performance targets, ensuring vertical and horizontal alignment of goals. This alignment enhances coordination, accountability, and consistency in performance across the organisation. By embedding measurable performance indicators and clear benchmarks, PMS operationalises the principles of goal-setting and strengthens employee focus on desired outcomes (Armstrong & Taylor, 2023). In service delivery contexts, the theory suggests that employees are more likely to provide high-quality services when goals related to timeliness, responsiveness, reliability, and customer satisfaction are clearly defined and integrated into PMS frameworks. The inclusion of continuous monitoring and feedback further reinforces the effectiveness of goal-setting, enabling employees to evaluate performance, identify gaps, and improve service quality over time. Empirical evidence indicates that organisations that incorporate clear goal-setting mechanisms within their PMS achieve higher levels of productivity, service consistency, and customer satisfaction (Aguinis, 2019; Locke & Latham, 2002).

3.2 Performance management system

To increase employee performance and organisational productivity, performance management is the methodical process of establishing objectives, evaluating results, giving feedback, and putting interventions into action. A well-designed PMS aligns individual goals with organisational objectives, fosters employee development, and drives overall business success. Integrating emotional intelligence competencies into employee selection and development further enhances PMS effectiveness, as employees possessing self-awareness, self-regulation, empathy, and social skills are better equipped to communicate effectively, manage conflicts constructively, and collaborate with colleagues (Udansi & Ufomba, 2019). PMS, therefore, serves not only as a tool for evaluating performance but also as a mechanism for talent management and capacity development. Performance management encompasses multiple interrelated components. Setting goals, which are frequently operationalised through SMART (Specific, Measurable, Achievable, Relevant, Time-bound) goals, guarantees that workers know

what is expected of them and provides a path to accomplishing organisational objectives (Klassen & Whybark, 2022). Feedback facilitates ongoing performance adjustments by informing employees of strengths, weaknesses, and barriers to success (London, 2023). Performance appraisals provide structured evaluations of progress toward goals, identifying areas of strength and improvement (DeNisi & Murphy, 2017). Employee development initiatives, including training, coaching, and mentoring, enable individuals to acquire the skills and competencies needed for effective performance (Meskendahl, 2023). Leadership support is critical throughout this process, as committed leaders ensure that PMS practices are consistently applied, adequately resourced, and aligned with strategic objectives. Research suggests that well-implemented PMS enhances employee engagement, motivation, and job satisfaction, which in turn improves productivity and organisational outcomes (Foss & Richert, 2020; Aguinis, 2019; Jones & Hill, 2019). In order to improve staff performance and service quality, PMS incorporates Goal-Setting Theory, which emphasises the significance of accountability, feedback, clarity, and alignment. By translating organisational goals into clear performance targets, providing continuous feedback, and linking performance outcomes to development opportunities and recognition, organisations can foster a culture of continuous improvement. Effective PMS not only supports operational efficiency but also enhances employee satisfaction, engagement, and retention, ultimately contributing to organisational success and the consistent delivery of high-quality services.

3.3 Quality of service delivery

Quality of service delivery refers to an organisation's ability to meet or exceed customer expectations regarding the products or services provided. It is a critical determinant of business success, as it directly affects customer satisfaction, loyalty, and overall organisational performance. Contemporary conceptualisations define quality of service delivery as the comparison of perceived expectations with perceived performance (Monyei *et al.*, 2023; Lewis & Booms, 2019), drawing on the expectancy-disconfirmation paradigm (Oliver *et al.*, 2021). High-quality goods and services stay economically competitive while meeting or surpassing consumer expectations. Research indicates that higher-quality services boost long-term competitiveness and profitability. Improvements

in quality of service delivery may be achieved through enhanced operational processes, systematic problem identification, establishment of valid and reliable performance measures, and assessment of customer satisfaction (Wolfenbarger & Gilly, 2018). Understanding customer needs and expectations is fundamental; organisations must actively gather feedback, identify pain points, and make necessary improvements (Parasuraman *et al.*, 2021). The competence and skills of service providers are also essential. Employees must receive ongoing training to remain informed about industry trends and best practices (Zeithaml *et al.*, 2016). Additionally, effective processes, clear communication channels, and efficient problem resolution mechanisms are necessary to streamline service delivery and enhance customer experience (Hart *et al.*, 2019). Continuous organisational commitment to improvement is also crucial. Regular evaluations of service delivery, benchmarking, and adoption of innovative practices support service enhancement (Demir, 2019). Service quality depends on the alignment between expected benefits and perceived results, influenced by both customer expectations and service provider competence (Uysal & Mehmet, 2018). Organisations that exceed customer expectations and deliver consistent, reliable, and professional services gain a competitive advantage, strengthening their market positioning.

3.4 Empirical insights

Johnson and Lee (2020) examined performance appraisal systems and employee productivity in South Korean public service organisations, finding that effective appraisal systems significantly improve productivity, particularly when criteria are clear and feedback mechanisms robust. Ahmed and Khan (2019) investigated training and development practices in Pakistani banks, demonstrating that structured training enhances service quality in dimensions such as responsiveness, assurance, and customer satisfaction. Mensah and Boakye (2021) studied reward management systems in Ghanaian local government institutions, reporting that fair and consistent reward systems positively influence employee performance. Okafor and Eze (2022) examined leadership support in Nigerian public sector organisations, revealing that supportive leadership enhances employee commitment and motivation, indirectly improving organisational effectiveness. While these studies provide valuable insights, most focus on individual

PMS components rather than a holistic PMS approach. Moreover, limited research links PMS practices to the overall quality of service delivery, especially in developing country contexts like Nigeria. Few studies have examined how PMS variables collectively influence multiple service dimensions such as timeliness, reliability, responsiveness, and customer satisfaction, highlighting a critical gap addressed by this study.

4 MATERIALS AND METHODS

The study used a descriptive survey research methodology, which made it possible to collect data using cross-sectional methods at a specific moment in time. This design is appropriate for capturing the true behaviours and perspectives of respondents without manipulation and is effective in identifying trends, patterns, and relationships among variables using frequencies, percentages, and graphical representations. The study was conducted across three general hospitals representing the three senatorial districts in Cross River State, Nigeria: General Hospital Calabar, General Hospital Ogoja, and General Hospital Ikom. These hospitals were selected due to their diverse administrative and operational environments and their significant role in providing healthcare services to residents and visitors. Cross River State, located in the South-South Niger Delta region, is notable for its growing tourism sector and increasing healthcare needs, making it a relevant context for examining service quality. The population comprised all medical and non-medical staff across the three hospitals, totalling 420 individuals, with Calabar General Hospital having the largest staff population (216), followed by Ogoja (117) and Ikom (87). The sample size was determined using Taro Yamane's formula (1967) at a 5% tolerable error, ensuring equal participation opportunity. The resulting sample sizes were 140 for Calabar, 91 for Ogoja, and 71 for Ikom.

Table 1

Hospital Branch	Population (N)	Sample Size (n)
Calabar	216	140
Ogoja	117	91
Ikom	87	71
Total	420	302

The main method of gathering data for this study was the use of structured questionnaires, which were intended to gather data on both the independent and dependent variables. The device was divided into two sections: Demographic data, such as gender, age, marital status, level of education, and job experience, were collected in Part A, while the variables of interest—specifically, PMS practices and service delivery quality—were the focus of Part B. A Likert scale with five points, from strongly agree to strongly disagree, was used to gauge respondents' opinions. Experts and instructors from the Department of Business Management examined the questionnaire to guarantee its content and face validity, and the study supervisor further examined it. A test-retest procedure was used in a pilot study at the University of Calabar Teaching Hospital to establish reliability. The instrument's dependability was confirmed by Cronbach's alpha values, which varied from 0.723 to 0.835 and showed adequate internal consistency. Descriptive statistics, such as frequencies and percentages, were used in the analysis of the gathered data to summarise the traits and opinions of the respondents. The study hypotheses and the direction and degree of the link between PMS practices and service delivery quality were tested using regression analysis. Data entry and analysis were done using version 22 of the Statistical Package for Social Sciences (SPSS). Additionally, the study adopted specific regression models linking PMS components—such as training, incremental change management, and team-building initiatives—to various dimensions of organisational performance, including service timeliness, reliability, responsiveness, and overall quality of service delivery. This methodology is highly appropriate for the study, as the descriptive survey captures the real experiences of healthcare workers and allows for the examination of the impact of PMS on service quality. By combining quantitative measures, rigorous sampling, and validated instruments, the study ensures reliable, generalizable, and actionable insights into how effective performance management can enhance service delivery within Nigerian healthcare institutions.

5 DATA ANALYSIS

Table 2

Returned Questionnaire

SN	Hospitals	Questionnaire administered	Questionnaire returned	Percentage
1	Calabar	105	96	51.6
2	Ogoja	57	51	27.4
3	Ikom	42	39	20.9
	Total	204	186	100

Source: Field survey, 2026

Table 3

Respondents' Sentiments on the Performance Management System

S/N	Item	SA	A	D	SD	U
1	My organisation set goals for employees to accomplish	75 (40.3%)	83 (44.6%)	16 (8.6%)	12 (6.5%)	0 (0.0%)
2	The organisation regularly assesses employees' progress to identify areas of deficiency	71 (38.2%)	79 (45.5%)	22 (11.8%)	12 (5.5%)	2 (1.1%)
3	A performance management system provides timely feedback and opportunities for improvement	81 (43.5%)	71 (38.2%)	14 (7.5%)	18 (9.7%)	2 (1.1%)
4	A performance management system helps to align individuals' goals with organisational objectives	73 (39.2%)	74 (39.8%)	20 (10.8%)	18 (9.7%)	1 (0.5%)
5	The performance management system helps in identifying high performers and areas for improvement within the organization	85 (45.7%)	56 (30.1%)	20 (10.8%)	22 (11.8%)	3 (1.6%)

Source: Field survey, 2025

Table 3 presents respondents' opinions on the performance management system (PMS) within their organisations. The first item indicates that 75 respondents (40.3%) strongly agreed that their organisation sets clear goals for employees to accomplish, while 83 respondents (44.6%) agreed. Conversely, 16 respondents (8.6%) disagreed, and 12 respondents (6.5%) strongly disagreed, with no missing responses recorded for this item.

79 respondents (45.5%) agreed with the second item, which indicates that 71 respondents (38.2%) strongly agreed that their firm regularly evaluates employees' development to find areas of inadequacy. Fewer respondents disagreed (22, 11.8%) or strongly disagreed (12, 5.5%), and two respondents (1.1%) were unsure. There were no recorded missing values.

For the third item, 81 respondents (43.5%) strongly agreed that the PMS provides timely feedback and opportunities for improvement, with 71 respondents (38.2%) agreeing. With full answers recorded, 14 respondents (7.5%) disagreed, 18 respondents (9.7%) strongly disagreed, and 2 respondents (1.1%) were unsure.

74 respondents (39.8%) agreed with the fourth question, which shows that 73 respondents (39.2%) strongly agreed that the PMS helps match personal ambitions with organisational aims. In the absence of missing data, 20 respondents (10.8%) disagreed, 18 respondents (9.7%) strongly disagreed, and 1 respondent (0.5%) was unsure.

The fifth item indicates that 85 respondents (45.7%) strongly agreed that the PMS assists in identifying high performers and areas for improvement within the organisation, while 56 respondents (30.1%) agreed. A smaller portion of respondents disagreed (20 respondents, 10.8%) or strongly disagreed (22 respondents, 11.8%), and 3 respondents (1.6%) were undecided. No missing values were recorded for this item.

Overall, the responses suggest that the majority of employees perceive the performance management system positively, particularly regarding goal setting, feedback, and alignment of individual and organisational objectives, indicating that PMS plays a significant role in supporting employee development and performance evaluation.

Table 4

Respondents' Sentiments on the Quality of Service Delivery

S/N	Item	SA	A	D	SD	U
1	The staff at our organisation consistently provides excellent customer service	62 (33.3%)	47 (25.3%)	45 (24.2%)	31 (16.7%)	1 (0.5%)
2	Our organisation effectively resolves customer issues and complaints promptly	49 (26.3%)	73 (39.2%)	34 (18.3%)	30 (16.1%)	0 (0.0%)
3	Our organisation consistently meets or exceeds customer expectations	70 (37.6%)	70 (37.6%)	32 (17.2%)	13 (7.0%)	1 (0.5%)
4	Our organisation values and prioritises delivering high-quality services to customers	66 (35.5%)	43 (23.1%)	49 (26.3%)	26 (14.0%)	2 (1.1%)
5	The level of service delivery provided by our organisation is satisfactory	63 (33.9%)	52 (28.0%)	29 (15.6%)	38 (20.4%)	4 (2.2%)

Source: Field survey, 2025

Table 4 presents respondents' opinions on the quality-of-service delivery within the selected general hospitals. According to the first question, 47 respondents (25.3%) agreed, and 62 respondents (33.3%) strongly agreed that their company continuously offers exceptional customer service. In all, 45 respondents (16.7%) disagreed, 31 disagreed strongly (16.7%), and 1 was unsure (0.5%); no missing data were provided.

The second item shows that 47 respondents (26.3%) strongly agreed that their organisation effectively resolves customer issues and complaints promptly, while 73 respondents (39.2%) agreed. A smaller proportion disagreed (34 respondents, 18.3%) or strongly disagreed (30 respondents, 16.1%), with complete responses recorded.

For the third item, 70 respondents (37.6%) strongly agreed that their organisation consistently meets or exceeds customer expectations, and an equal number (37.6%) agreed. There were no missing data; 32 respondents (17.2%) disagreed, 13 respondents (7.0%) strongly disagreed, and 1 respondent (0.5%) was unsure.

According to the fourth item, 43 respondents (23.1%) and 66 respondents (35.5%) strongly agreed that their firm appreciates and prioritises providing high-quality services. Two respondents (1.1%) were unsure, 26 respondents (14.0%) strongly disagreed, and 49 respondents (26.3%) disagreed.

The fifth item shows that 63 respondents (33.9%) strongly agreed that the level of service delivery provided by their organisation is satisfactory, Out of the respondents, 52 (28.0%) agreed, 29 (15.6%) disagreed, 38 (20.4%) strongly disagreed, and 4 (2.2%) were unsure. No missing values were reported for this item.

Overall, the responses suggest that while a majority of employees perceive service delivery positively, there is a notable proportion expressing dissatisfaction, indicating variability in service quality perceptions across the hospitals.

6 TEST OF HYPOTHESIS

The following hypothesis was developed to examine the connection between the General Hospitals' quality-of-service delivery and the Performance Management System (PMS):

H₀₁: There is no significant effect of the performance management system on the quality-of-service delivery of general hospitals in Cross River State.

H_{A1}: There is a significant effect of the performance management system on the quality-of-service delivery of general hospitals in Cross River State.

The hypothesis was tested using Regression analysis to determine the strength and direction of the relationship between PMS practices and service quality outcomes. The regression analysis provides insight into whether effective implementation of PMS significantly influences the timeliness, reliability, responsiveness, and overall satisfaction associated with service delivery.

Table 5

Regression Analysis of the Effect of the Performance Management System on the Quality-of-Service Delivery

Model	R	R square	Adjusted R-squared	Std error of the estimate	
1	.769 ^a	.591	.589	2.91822	
Model	Sum of squares	Df	Mean square	F	p-value
Regression	2255.974	1	2255.974	264.910	.000 ^b
Residual	1558.426	183	8.516		
Total	3814.400	184			
Variables	Unstandardized Coefficient B	Standard error	Standardised coefficient Beta	T	p-value
(Constant)	1.908	.691		2.760	.006
PMS	.754	.046	.769	16.276	.000

Source: SPSS output, 2026

PMS = performance management system

This hypothesis investigated how the Performance Management System (PMS) affected the standard of care provided in Cross River State's general hospitals. A positive correlation between PMS and service quality is indicated by the data's positive R-value. With an adjusted R-squared value of 0.589, the performance management system is thought to account for 58.9% of the variation in quality-of-service delivery. The

importance of this impact is further supported by the ANOVA findings, which show a p-value of 0.000 and an F-ratio of 264.910. The null hypothesis that PMS has no discernible impact on service quality is rejected since the p-value is less than the alpha level of 0.05. This suggests that PMS has a major impact on the hospitals' ability to provide high-quality care. It is further supported by the t-value analysis, which shows a standardised coefficient of 0.769 and a p-value of 0.000. This means that for every unit increase in PMS efficacy, quality-of-service delivery increases by 76.9%.

7 DISCUSSION OF FINDINGS

The results of the study show that PMS significantly improves the quality of care provided in Cross River State general hospitals. With an adjusted R² of 0.589, a positive connection between PMS and service quality was found, meaning that 58.9% of the variation in service quality may be attributed to performance management techniques. The statistical significance of the effect is confirmed by the ANOVA findings, which show a p-value of 0.000 and an F-ratio of 264.910. The standardised coefficient of 0.769 further indicates that increases in PMS effectiveness lead to substantial improvements in service delivery. These findings align with previous research. Johnson and Lee (2020) found that effective performance appraisal systems enhance employee productivity in South Korean public service organisations, consistent with this study's findings that PMS improves staff accountability and motivation, translating into higher-quality services. Ahmed and Khan (2019) also reported that training and development significantly improve service quality in Pakistan's banking sector, highlighting the importance of the training and feedback components of PMS in delivering timely, reliable, and professional healthcare services. The results resonate with Mensah and Boakye (2021), who demonstrated that reward and recognition systems enhance employee performance in Ghana, suggesting that linking performance outcomes to incentives motivates staff to uphold high service standards. Similarly, Okafor and Eze (2022) found that leadership support strengthens employee commitment in Nigerian public sector organisations, emphasising that leadership engagement in PMS drives effective service delivery. The study highlights that a comprehensive PMS, encompassing performance appraisal, training, feedback, rewards, and leadership support, collectively accounts for a substantial

portion of variance in service quality. This is particularly relevant in developing country contexts like Nigeria, where healthcare delivery often faces challenges related to staff motivation, accountability, and resource utilisation. By implementing PMS systematically, hospitals can enhance both individual performance and overall organisational effectiveness, resulting in improved patient satisfaction.

8 CONCLUSION

The study established that the Performance Management System (PMS) has a significant and positive effect on the quality of service delivery in general hospitals in Cross River State. A significant amount of the variation in service quality can be explained by PMS, which shows that organised performance management techniques—such as goal-setting, performance evaluation, feedback, training, incentives, and leadership support—are essential for improving service results. Well-implemented PMS motivates and develops healthcare staff, ensuring timeliness, reliability, responsiveness, and overall patient satisfaction. The results highlight how crucial it is to incorporate PMS into organisational procedures in order to attain effectiveness, responsibility, and high service delivery standards. Hospitals with robust PMS practices are better equipped to meet growing healthcare demands, particularly in developing country contexts. Effective performance management is therefore essential for improving service delivery in the healthcare sector.

9 RECOMMENDATIONS

Hospital management and policymakers should prioritise the systematic implementation of Performance Management Systems across all levels of healthcare institutions. This includes ensuring clear communication of goals and performance expectations, maintaining consistent feedback mechanisms, and providing training and development opportunities to strengthen staff competencies. Leadership commitment should be reinforced to support and monitor PMS practices, while rewards and recognition should align with performance outcomes to motivate employees and encourage accountability. Continuous evaluation and refinement of PMS processes

should be undertaken to respond to emerging healthcare challenges and maintain high service delivery standards, promoting organisational efficiency and public confidence.

10 SUGGESTIONS FOR FURTHER STUDIES

Future research could explore the impact of Performance Management Systems on service delivery in other sectors, such as education, banking, or public utilities, to determine whether the observed relationships are consistent across different organisational contexts.

11 LIMITATIONS OF THE STUDY

The study was confined to three selected hospitals in Cross River State, which may limit the generalisability of the findings to other healthcare institutions or states in Nigeria. The research relied on self-reported data, which could be affected by personal bias or social desirability. Establishing long-term causal linkages between PMS practices and service results is challenging due to the cross-sectional methodology, which only records data at one particular moment in time. Time and resource limitations also affected the sample size and data gathering techniques. Despite these limitations, the study concludes that PMS practices such as goal setting, performance appraisal, feedback, training, and leadership support positively influence employee motivation, competence, and accountability, ultimately enhancing service timeliness, reliability, responsiveness, and patient satisfaction. The results highlight how crucial good performance management is to enhancing organisational outcomes in the healthcare industry, and they urge administrators and legislators to give PMS adoption and ongoing improvement top priority.

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