



Enhancing Personnel Management Through Effective Civil Service Commission in Delta State: Employee Performance Appraisal Frequency in Focus

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Abstract

This study examined the relationship between Civil Service Commission effectiveness and personnel management, with a specific focus on Employee Performance Appraisal Frequency (EPAF) in the Delta State Civil Service Commission. The primary objective was to assess the effect of the Civil Service Commission's Mandate (CSCM) on EPAF. A cross-sectional survey research design was adopted, and data were collected from a sample of 286 civil servants selected through a multi-stage sampling technique. A structured questionnaire served as the main instrument for data collection, while multiple regression analysis was employed using SPSS to test the study hypothesis. The findings revealed that the Civil Service Commission's Mandate (CSCM) has a statistically significant positive effect on Employee Performance Appraisal Frequency ($\beta = 0.407, p < 0.05$), indicating that effective implementation of CSC responsibilities enhances the regularity and effectiveness of performance appraisal practices. This suggests that a well-functioning Civil Service Commission promotes accountability, continuous feedback, and improved employee performance within the public service. The study concluded that strengthening the operational mandate of the Civil Service Commission is critical to improving personnel management systems, particularly in ensuring consistent and timely performance evaluations. Based on the findings, it was recommended that the Delta State Civil Service Commission should reinforce policy implementation frameworks, institutionalize periodic appraisal systems, and enhance monitoring mechanisms to ensure compliance with performance management standards. The study contributes to knowledge by empirically establishing the link between institutional effectiveness and performance appraisal frequency in the public sector, thereby extending existing literature on public personnel management and providing practical insights for policy reforms in civil service administration.

Keywords: *Civil Service Commission, Personnel Management, Employee Performance Appraisal Frequency, Civil Service Commission Mandate, Public Sector, Delta State*

Introduction

Personnel management remains a critical component of public sector effectiveness, particularly within the civil service system where human resources serve as the primary drivers of policy implementation and service delivery. In Nigeria, State Civil Service Commissions are constitutionally empowered bodies responsible for overseeing key personnel functions such as recruitment, promotion, discipline, and career development of civil servants. These functions are essential for ensuring a competent, motivated, and performance-driven workforce capable of achieving government objectives. In Delta State, the Civil Service Commission plays a pivotal role in enhancing personnel management through merit-based recruitment, structured promotion systems, and continuous staff development initiatives. The Commission ensures that appointments and promotions are conducted transparently and based on

competence, thereby promoting professionalism and efficiency within the public service. Furthermore, effective personnel management practices such as reward systems, training, and career progression have been shown to significantly influence employee commitment and overall organizational performance within the Delta State Civil Service Commission (Okolie & Egbon, 2024)

Despite these efforts, challenges such as inadequate manpower planning, political interference, and inconsistencies in recruitment and retention policies continue to affect optimal personnel management in the state civil service. Studies have highlighted that a mix of merit and non-merit considerations in recruitment processes can undermine efficiency and workforce quality if not properly managed (Gberevbie, 2011). Therefore, strengthening the effectiveness of the Civil Service Commission is essential for improving

personnel management practices, enhancing employee productivity, and ensuring sustainable public service delivery in Delta State.

Study problem

Effective personnel management is fundamental to the efficiency and productivity of the civil service, as it directly influences the quality of human resources available for public service delivery. In Delta State, the Civil Service Commission is mandated to oversee critical personnel functions such as recruitment, promotion, discipline, and career development. However, despite this institutional framework, the effectiveness of personnel management within the state civil service remains a growing concern. One of the major issues confronting personnel management in Delta State is the persistence of non-merit-based practices in recruitment and promotion processes. Political interference, favoritism, and lack of transparency often undermine the principles of equity and competence, resulting in the engagement of less qualified personnel. This situation weakens workforce capacity and reduces overall organizational performance. In addition, inadequate training and development opportunities limit the ability of civil servants to adapt to modern administrative demands, thereby affecting service delivery outcomes. Furthermore, poor manpower planning and inconsistent policy implementation have contributed to inefficiencies such as staff redundancy in some departments and shortages in others. The absence of a robust performance appraisal system also makes it difficult to objectively evaluate employee productivity and enforce accountability. Consequently, issues such as low morale, lack of motivation, and diminished commitment among civil servants continue to persist. Another critical challenge is the limited autonomy and operational capacity of the Civil Service Commission to effectively discharge its responsibilities. Bureaucratic bottlenecks, insufficient funding, and weak institutional enforcement mechanisms often constrain the Commission's ability to implement reforms that could enhance personnel management practices. Despite various reforms aimed at improving the public service, there is still a noticeable gap between policy intentions and actual practice in Delta State. This gap raises concerns about the extent to which the Civil Service Commission has been effective in enhancing personnel management. Therefore, this study seeks to examine how the effectiveness of the Civil Service Commission can be strengthened to improve personnel management practices and ultimately enhance the performance of the Delta State civil service.

The effectiveness of civil service commissions in managing personnel is pivotal to the performance of

public sector organizations. By ensuring fair recruitment and promotion practices, transparent disciplinary procedures, and accessible training programs, CSCs can enhance employee performance and satisfaction (Ameen & Baharom, 2024). These efforts must be accompanied by mechanisms for continuous monitoring and evaluation to ensure that reforms deliver the intended benefits. The Delta State Civil Service Commission, like its counterparts globally and across Africa, must address existing challenges to fulfill its mandate effectively. A thorough investigation into the Commission's influence on personnel management will provide valuable insights for policy formulation and implementation, ultimately contributing to the advancement of public service delivery in Nigeria (Agbovu et al., 2025).

Research Questions

- i. How does the Civil Service Commission's Mandate (CSCM) affect Employee Performance Appraisal Frequency (EPAF) in the Delta State Civil Service Commission?
- ii. What is the effect of Satisfaction with Recruitment Processes (SRP) on EPAF in the Delta State Civil Service Commission?

Study Objectives

- i. assess the effect of the Civil Service Commission's Mandate (CSCM) on Employee Performance Appraisal Frequency (EPAF) in the Delta State Civil Service Commission.
- ii. evaluate the effect of Satisfaction with Recruitment Processes (SRP) on EPAF within the Delta State Civil Service Commission.

Study Hypotheses

H₀₁: There is no significant effect of the Civil Service Commission's Mandate (CSCM) on Employee Performance Appraisal Frequency (EPAF) in the Delta State Civil Service Commission.

H₀₂: Satisfaction with Recruitment Processes (SRP) does not significantly affect EPAF in the Delta State Civil Service Commission.

Literature Underpinning

Conceptual Reviews

The Civil Service Commission

The Civil Service Commission (CSC) in Nigeria constitutes a central institution in the country's public administration system, with statutory responsibilities that include the recruitment, promotion, discipline, and overall management of civil servants. These functions are fundamental to ensuring a professional, merit-based,

and efficient civil service capable of implementing government policies and delivering public goods and services effectively (Federal Civil Service Commission [FCSC], 2023; Olaopa, 2018). The Commission also plays a regulatory and oversight role, safeguarding standards of accountability, transparency, and ethical conduct within the public service. Historically, the Nigerian Civil Service has experienced several waves of reforms aimed at improving administrative efficiency and responsiveness to developmental needs. One of the most significant reform initiatives was the Udoji Commission of 1974, which introduced a unified grading and salary structure, modern management techniques, and performance appraisal systems designed to enhance productivity and professionalism in the service (Ejigbo et al., 2023; Udoji, 1974). Despite its transformative intentions, the implementation of these reforms faced challenges, particularly in aligning public sector practices with private sector efficiency models. Subsequent reform efforts further sought to address systemic inefficiencies and institutional weaknesses. The 1988 Civil Service Reorganization Decree emphasized ministerial responsibility and attempted to streamline administrative processes, although it was criticized for politicizing the bureaucracy (Adegoroye, 2006). In response to these shortcomings, the Ayida Panel Report of 1995 recommended a return to the traditional administrative structure, reinforcing the principles of neutrality, professionalism, and permanence in the civil service (Ayida Panel, 1995; Olaopa, 2018). Collectively, these reforms underscore the evolving nature of the Civil Service Commission's role in strengthening governance and enhancing public sector performance in Nigeria.

Personnel Management

Personnel management, traditionally defined as the administrative function concerned with managing people within organizations, has undergone significant transformation in recent decades to incorporate more strategic and developmental dimensions. In its early form, personnel management was primarily focused on routine administrative activities such as recruitment, payroll administration, record-keeping, and ensuring compliance with labour laws and organizational policies (Dessler, 2022; Armstrong, 2020). This conventional approach was largely reactive, addressing workforce issues only as they emerged, without integrating long-term organizational objectives or workforce planning strategies.

Historically, early personnel management models perceived employees largely as instruments for achieving organizational goals, with limited consideration for their personal development, motivation, or well-being. As a result, employee

training was minimal, and structured career development initiatives were often absent. This narrow administrative focus constrained the ability of personnel management to contribute meaningfully to organizational performance and effectiveness (Armstrong, 2020). Furthermore, the lack of emphasis on employee engagement and capacity building reduced productivity and innovation within organizations.

However, the evolution of management thought and organizational practices has led to a paradigm shift from traditional personnel management to modern human resource management (HRM), which emphasizes the strategic alignment of human capital with organizational goals. Contemporary approaches now prioritize employee development, performance management, motivation, and organizational culture as critical drivers of efficiency and competitive advantage (Dessler, 2022; Storey, 2014). This transition underscores the growing recognition that human resources are not merely administrative concerns but vital assets that significantly influence organizational success.

Employee Performance Appraisal Frequency (EPAF)

Employee Performance Appraisal Frequency (EPAF) has become an increasingly important dimension of contemporary human resource management, with significant implications for employee engagement, productivity, and overall organizational performance. Traditionally, organizations relied on annual performance appraisal systems as the primary mechanism for evaluating employee contributions, setting goals, and providing feedback. While this approach offered a structured framework for assessment, it has been widely criticized for its infrequency, which often results in delayed feedback, reduced relevance of evaluations, and missed opportunities for timely performance improvement (Dessler, 2022; Chalaris et al., 2025). In recent years, there has been a paradigm shift toward more frequent and continuous performance appraisal systems. This shift is driven by the need to align performance management practices with dynamic work environments and evolving employee expectations. Empirical evidence suggests that regular and ongoing feedback mechanisms significantly enhance employee engagement and job satisfaction. Employees who receive frequent feedback—such as weekly or monthly evaluations—tend to demonstrate higher levels of motivation, commitment, and productivity compared to those assessed through traditional annual reviews (SelectSoftware Reviews, 2025; Armstrong, 2020).

Furthermore, organizations that adopt frequent appraisal systems often experience lower employee

turnover rates, indicating a strong relationship between appraisal frequency and employee retention. Continuous performance management systems, including quarterly and monthly reviews, enable real-time monitoring of employee performance and facilitate prompt recognition of achievements. This approach allows organizations to address performance gaps early, reinforce positive behaviors, and ensure alignment between individual objectives and organizational goals (Betterworks, 2024). Additionally, frequent appraisals support ongoing professional development by providing employees with regular opportunities for learning, feedback, and skill enhancement. This continuous development process enables employees to adapt more effectively to changing job roles and organizational demands, thereby improving overall workforce capability and organizational agility. Consequently, EPAF is not only a tool for evaluation but also a strategic mechanism for fostering a culture of continuous improvement and sustained organizational success.

Civil Service Commission's Mandate (CSCM) and Employee Performance Appraisal Frequency (EPAF)

Employee Performance Appraisal Frequency (EPAF) and the Civil Service Commission's Mandate (CSCM) represent critical components in the framework of public sector human resource management. Their interaction plays a significant role in shaping administrative efficiency, accountability, and the quality of service delivery within the civil service. In Nigeria, the Federal Civil Service Commission (FCSC) is constitutionally empowered to oversee appointments, promotions, and disciplinary control of civil servants, ensuring that these processes are guided by principles of merit, equity, and transparency (Federal Civil Service Commission [FCSC], 2025; Olaopa, 2018). This mandate inherently extends to the design, implementation, and regulation of performance appraisal systems used to evaluate employee contributions and inform career advancement.

Traditionally, the Nigerian civil service relied on the Annual Performance Evaluation Report (APER) system as the principal mechanism for assessing employee performance. Although the APER system provided a formalized structure for evaluation, it has been widely criticized for its limited frequency and delayed feedback mechanisms. Such limitations often hinder timely performance correction, reduce employee motivation, and constrain opportunities for continuous professional development (Ekpe et al., 2023; Adegoroye, 2006). The annual nature of the system made it less responsive to the dynamic and rapidly changing demands of modern public administration.

In response to these shortcomings, recent reforms have emphasized the transition from periodic appraisal systems to more continuous and results-oriented performance management approaches. The Office of the Head of Civil Service of the Federation (OHCSF) has introduced policy guidelines aimed at institutionalizing regular performance feedback, monitoring, and evaluation processes. These reforms are designed to enhance employee engagement, improve accountability, and promote a culture of continuous improvement within the civil service (Office of the Head of Civil Service of the Federation [OHCSF], 2022; Olaopa, 2018). Consequently, aligning the Civil Service Commission's mandate with more frequent and dynamic appraisal systems is essential for strengthening workforce productivity and achieving effective public sector governance.

Satisfaction with Recruitment Processes (SRP) and Employee Performance Appraisal Frequency (EPAF)

Effective human resource management (HRM) practices are fundamental to enhancing organizational performance, employee satisfaction, and retention. Among these practices, Satisfaction with Recruitment Processes (SRP) and Employee Performance Appraisal Frequency (EPAF) are critical variables that significantly shape employee experiences and organizational outcomes. The interaction between these elements influences employee engagement, commitment, and overall productivity within organizations (Kalogiannidis et al., 2025; Armstrong, 2020). Recruitment processes represent the first formal interaction between prospective employees and an organization, thereby establishing initial perceptions and expectations. High levels of satisfaction with recruitment processes are associated with positive organizational image, increased job satisfaction, and stronger employee retention. Transparent, fair, and efficient recruitment practices foster trust and signal organizational professionalism, which can enhance employee commitment from the onset. Empirical studies have shown that effective recruitment strategies significantly improve employee performance and organizational effectiveness (Firman & Inrawati, 2023). Similarly, a well-structured and merit-based recruitment process contributes to positive organizational behaviour by strengthening employee confidence and alignment with organizational values (Hamidi, 2023).

In addition, the frequency of employee performance appraisal plays a crucial role in shaping employee motivation and performance outcomes. Regular and systematic performance evaluations provide timely feedback, facilitate skill development, and recognize employee contributions. Increased appraisal frequency

has been linked to improved employee engagement, enhanced productivity, and better alignment between individual and organizational goals (Chalaris et al., 2025; Dessler, 2022). Frequent appraisals also promote a culture of continuous improvement by enabling organizations to identify performance gaps and implement corrective measures promptly.

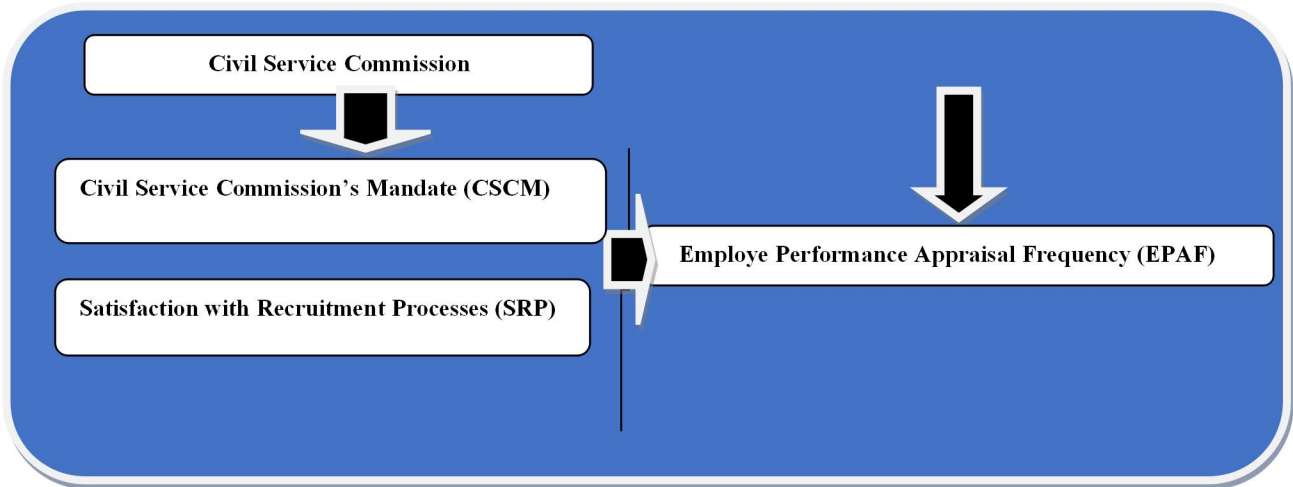
The interrelationship between SRP and EPAF suggests that organizations that establish fair and satisfying recruitment processes are more likely to sustain employee trust and engagement through consistent performance evaluation systems. When employees

perceive both entry processes and ongoing assessments as transparent and supportive, they are more likely to exhibit higher levels of commitment, job satisfaction, and performance. Consequently, integrating effective recruitment practices with regular performance appraisal systems is essential for achieving sustainable organizational success.

Conceptual Model of the Study

The conceptual model of the study depicts the independent and dependent variables of the study in figure 2.1 below;

Figure 2.1: Conceptual Model of the Study, 2025.



Source: Researcher's Model, 2026

Theoretical Review and Relevance

The study was anchored on Organizational Justice Theory.

Organizational Justice Theory

Organizational Justice Theory, propounded by Jerald Greenberg in 1987, explains how employees' perceptions of fairness in organizational practices influence their attitudes, behaviour, and performance. The theory is anchored on three key dimensions: distributive justice (fairness of outcomes), procedural justice (fairness of processes), and interactional justice (fairness in interpersonal treatment) (Greenberg, 1987; Colquitt et al., 2001).

In the context of enhancing personnel management through an effective Civil Service Commission in Delta State, the theory is highly relevant because the Civil Service Commission's mandate—covering recruitment, promotion, and disciplinary procedures—directly shapes employees' fairness perceptions. When these processes are implemented transparently and consistently, employees develop trust in the system, leading to higher morale, commitment, and

productivity. Conversely, perceived injustice can result in dissatisfaction, low motivation, and reduced performance. Specifically, fairness in recruitment processes (SRP) reflects procedural justice and ensures that competent personnel are engaged, thereby improving service delivery (Gberevbie, 2017). Likewise, fairness in promotion processes (PFPP) strengthens motivation and organizational commitment, as employees are more likely to perform when advancement is merit-based. Additionally, transparency in disciplinary procedures (PTDP), which aligns with interactional justice, enhances trust and fosters a positive organizational climate. Empirical evidence indicates that justice perceptions significantly influence employee productivity and commitment within Nigerian public institutions (Etimfon et al., 2024; Uzochukwu et al., 2024). Overall, Organizational Justice Theory provides a strong theoretical foundation for this study, as it explains how fair and effective implementation of Civil Service Commission policies can improve personnel management and drive better performance outcomes in Delta State's civil service.

Empirical Review

Benebo et al. (2025) investigated public personnel management and employee productivity within the Rivers State Local Government Service Commission using a descriptive survey design. Data were collected from 375 employees through a multi-stage sampling technique and analyzed using descriptive statistics and Pearson Product Moment Correlation. The findings indicated strong positive relationships between compensation, training and development, and employee productivity. The study concluded that effective personnel management practices significantly enhance productivity and recommended periodic reviews of compensation systems alongside strengthened training frameworks.

Similarly, Saleh and Azimi (2025) examined the effect of training and development on employee performance and productivity using a mixed-methods approach. Data gathered from employees across various sectors revealed a strong positive correlation between structured training programmes and improved organizational output. The study concluded that sustained investment in employee development leads to higher productivity and advised organizations to prioritize continuous training initiatives.

Tools and Methodology

Table 3.1: Targeted Population of the Study

Ministry/Department	Number of Employees
Ministry of Health	200
Ministry of Education	250
Ministry of Finance	150
Ministry of Works	150
Ministry of Agriculture and Natural Resources	100
Ministry of Justice	150
Total	1,000

Source: Delta State Civil Service Commission Records (2026)

A sample size of 286 respondents was determined using Taro Yamane's formula. A multi-stage sampling technique was applied, combining purposive, proportionate stratified, and simple random sampling to ensure representativeness and minimize bias.

This study adopted a cross-sectional survey research design to examine the influence of Civil Service Commission functions on personnel management, with a focus on Employee Performance Appraisal Frequency (EPAF) in the Delta State Civil Service. The design enabled the collection of quantitative data at a single point in time to establish relationships between the independent variables—Civil Service Commission's Mandate (CSCM) and Satisfaction with Recruitment Processes (SRP)—and the dependent variable (EPAF).

Primary data were collected using a structured questionnaire designed on a 5-point Likert scale ranging from *Strongly Disagree (1)* to *Strongly Agree (5)*. The instrument comprised two main sections: demographic information and items measuring CSCM, SRP, and EPAF. The questionnaire served as the principal research tool for eliciting standardized responses across respondents.

Population and Sampling Procedure

The study population consisted of civil servants within selected ministries of the Delta State Civil Service Commission. Although the total workforce is 39,648, a target population of 1,000 **employees** was considered for manageability and representation.

Validity and Reliability of Instruments

The study ensured face and content validity through expert review in public administration and human resource management. A pilot study involving 30 respondents further refined the instrument. Reliability was tested using Cronbach's Alpha, with all constructs exceeding the acceptable threshold of 0.70, indicating strong internal consistency.

Table 3.2: Reliability Statistics

Variable	Number of Items	Cronbach's Alpha
Civil Service Commission's Mandate (CSCM)	5	0.82
Satisfaction with Recruitment Processes (SRP)	5	0.85
Employee Performance Appraisal Frequency (EPAF)	5	0.86

Source: Researchers' Computation (2026)

Method of Data Analysis

Data were analyzed using the Statistical Package for the Social Sciences (SPSS) version 23.0. Descriptive statistics (frequencies, percentages, means, and standard deviations) were used to summarize responses, while multiple regression analysis was employed to test the relationships between variables.

The model specification is expressed as:

$$EPAF = \beta_0 + \beta_1(CSCM) + \beta_2(SRP) + \varepsilon$$

Where:

- EPAF = Employee Performance Appraisal Frequency
- CSCM = Civil Service Commission's Mandate
- SRP = Satisfaction with Recruitment Processes
- β_0 = Intercept
- $\beta_1 - \beta_2$ = Regression coefficients
- ε = Error term

Results and Discussion

Data Presentation

A total of two hundred and eighty-six (286) questionnaires were distributed among civil servants across various ministries within the Delta State Civil Service Commission, including the Ministry of Health, Ministry of Education, Ministry of Finance, Ministry of Works, Ministry of Agriculture and Natural Resources, and the Ministry of Justice. Of the distributed questionnaires, two hundred and twenty-seven (227) were duly completed and retrieved, resulting in a commendable response rate of 79.37 percent. This substantial response rate not only provided an ample sample size for the study but also ensured that the data were both reliable and representative of the targeted population.

Description of Variables

This study made use of descriptive statistics for the purpose of detailed description of the responses from the questionnaire in respect of the independent variables. Presented in Table 4.1 below:

Table 4.1: Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
CSCM	227	12	20	17.28	1.846
SRP	227	12	20	18.33	1.953
PEPP	227	12	20	18.86	1.821
EPAF	227	13	20	18.23	1.783
Valid N (listwise)	227				

Source: SPSS Output, 2026

Table 4.1 presents the descriptive statistics for the key variables under investigation, highlighting the effect of CSCM, SRP, on EPAF in the Delta State Civil Service Commission. The analysis is based on 227 valid responses, ensuring the reliability and representativeness of the findings.

The minimum and maximum scores for all variables range from 12 to 13 at the lower end, and up to 20 at the upper end, indicating that respondents generally provided high ratings across the different measures. The mean score for CSCM is 17.28 with a standard deviation of 1.846, suggesting that respondents

perceive the commission's mandate as well-executed and consistent, though with some variation in their assessments.

SRP exhibits a mean of 18.33 and a standard deviation of 1.953, reflecting a generally positive and consistent perception of the recruitment processes. The mean score for PFPP is 18.86 with a standard deviation of 1.821, indicating that respondents perceive promotion processes as fair and equitable, contributing positively to personnel management.

EPAF, serving as the proxy for personnel management effectiveness, has a mean score of 18.23 with a

standard deviation of 1.783. This suggests that performance appraisals are conducted regularly and are perceived as fair, indicating a strong personnel management system. Overall, the consistently high mean scores across CSCM, SRP. This in turn contributes to a robust EPAF, demonstrating that effective management practices

enhance personnel management outcomes. These findings support the hypothesis that the commission’s mandate, recruitment, promotion, disciplinary transparency, and training access positively influence personnel management within the Delta State Civil Service Commission.

Table 4.2: Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
1 (Constant)	16.115	3.676		4.384	.000
CSCM	0.407	0.141	0.205	2.887	0.030
SRP	0.041	0.115	0.035	0.357	0.721

a. Dependent Variable: EPAF
Source: SPSS Output, 2026

Test of Hypotheses

Table 4.2 presents the results of the multiple regression analysis conducted to determine the individual effects of CSCM, SRP, on EPAF within the Delta State Civil Service Commission. The table includes both unstandardized and standardized coefficients, along with their respective t-values and significance levels, offering insight into the strength and direction of each predictor’s influence. The constant term (16.115) represents the baseline EPAF when all predictors are held constant. This indicates that, on average, the EPAF starts at this value before accounting for the effects of the other variables.

For CSCM, the unstandardized coefficient is 0.407 with a t-value of 2.887 and a p-value of 0.030. Since the p-value is less than 0.05, we reject the null hypothesis H₀₁ and conclude that CSCM has a statistically significant positive effect on EPAF in the Delta State Civil Service Commission.

For SRP, the unstandardized coefficient is 0.041, with a t-value of 0.357 and a p-value of 0.721. As the p-value is greater than 0.05, we fail to reject the null hypothesis H₀₂ and conclude that SRP does not have a significant effect on EPAF.

In summary, the regression results indicate that CSCM and PEPP, each have significant positive effects on EPAF, highlighting the importance of the commission’s mandate, perceived fairness of promotion processes, transparency of disciplinary

processes, and access to training and development in fostering effective personnel management. Only SRP does not have a significant impact on EPAF, suggesting that satisfaction with recruitment processes may not directly influence performance appraisal frequency in this context.

Discussion of Results

This study examined the effect of the Civil Service Commission’s Mandate (CSCM), Satisfaction with Recruitment Processes (SRP), on Employee Performance Appraisal Frequency (EPAF) within the Delta State Civil Service Commission. Drawing on established theories and previous empirical studies, the findings offer critical insights into how these dimensions influence personnel management in public institutions.

Starting with CSCM, the analysis revealed a positive and significant relationship with EPAF ($\beta = 0.407, p < 0.05$). This suggests that an effective commission mandate fosters a culture where employee performance is regularly appraised. This finding aligns with organizational justice theory, which emphasizes that clarity and fairness in institutional mandates promote trust and commitment among employees. When civil servants perceive that the commission’s mandate is effectively implemented—encompassing clear policies, procedures, and accountability mechanisms—they are more likely to engage in and value performance

appraisals. This result also resonates with contingency theory, which posits that organizational effectiveness is enhanced when internal structures are aligned with contextual demands. The empirical work of Benebo et al. (2025) supports this, finding that effective management practices enhance employee productivity. By extension, a clear and well-executed mandate in the civil service fosters a climate conducive to regular performance evaluations.

Regarding SRP, the study found no significant effect on EPAF ($\beta = 0.041, p > 0.05$). This suggests that satisfaction with recruitment processes may not directly influence the frequency of performance appraisals within the Commission. This outcome is somewhat surprising given that human capital theory argues that investing in quality recruitment enhances organizational performance by ensuring the right fit between employee skills and job requirements. However, the finding suggests that while recruitment satisfaction might influence initial engagement, it may not directly drive ongoing personnel management practices such as appraisals. This is echoed by Abioluwajumi (2024), who found that while merit-based recruitment improves employee performance, other factors such as promotion and development play more direct roles in ongoing personnel management. This result also reflects expectancy theory, indicating that employees may not perceive a direct link between

recruitment satisfaction and subsequent performance appraisal processes, focusing instead on other factors that impact their development and recognition.

Overall, the findings demonstrate that CSCM, PFPP, and significantly influence EPAF, while SRP does not. This suggests that while fair recruitment processes may be important for attracting talent, other factors such as a clear mandate, fair promotion practices, transparent disciplinary measures, and accessible training play a more critical role in sustaining performance management practices within the Commission. The integration of theories such as organizational justice, equity theory, and human capital theory underscores the importance of fairness, clarity, and investment in employee development in promoting a culture of performance appraisal and personnel management effectiveness.

Thus, the study confirms that effective implementation of the Commission's mandate, fairness in promotion and disciplinary processes, and robust training opportunities significantly enhance performance appraisal practices, thereby strengthening personnel management in the Delta State Civil Service Commission. These findings are consistent with the empirical literature reviewed, offering a holistic understanding of the factors that drive effective personnel management in public institutions.

Table 4.5: Summary of the Model

Model Summary ^b						
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson	
1	.0965 ^a	0.931	0.915	2.167	1.589	
a. Predictors: (Constant), CSCM, SRP, PEPP, PTDP, TDA						
b. Dependent Variable: EPAF						
ANOVA ^a						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	31.790	5	6.358	1.354	.037 ^b
	Residual	215.135	214	4.694		
	Total	216.925	219			
a. Dependent Variable: EPAF						
b. Predictors: (Constant), CSCM, SRP, PEPP						

Source: SPSS Output, 2026

Table 4.5 presents the summary of the regression model, highlighting the combined effect of CSCM, SRP and PEPP on EPAF in the Delta State Civil Service Commission. The Model Summary shows a high R value of 0.965, indicating a very strong positive correlation between the predictors and EPAF. The R Square value of 0.931 suggests that approximately 93.1% of the variance in EPAF can be explained by the combined influence of CSCM, SRP and PEPP,

reflecting the robustness of the model. The Adjusted R Square value of 0.915 further confirms the model's explanatory power, even after accounting for the number of predictors, demonstrating that the model reliably explains the variation in EPAF.

The standard error of the estimate is 2.167, which is relatively low, indicating that the model's predictions are fairly close to the actual observed values. The Durbin-Watson statistic of 1.589 suggests no serious

autocorrelation in the residuals, further validating the reliability of the model's results.

The ANOVA table confirms the overall statistical significance of the model, with an F-value of 1.354 and a significance level (p-value) of 0.037. This indicates that the combination of CSCM, SRP and PEPP significantly predicts EPAF at the 5% level, validating the inclusion of these predictors in the model.

Overall, the results demonstrate that CSCM, SRP and PEPP collectively have a significant and substantial impact on EPAF within the Delta State Civil Service Commission. This finding reinforces the hypothesis that effective civil service management practices encompassing the Commission's mandate, recruitment processes, fairness of promotions, transparency in disciplinary actions, and training opportunities are crucial to enhancing personnel management, as reflected in the frequency of employee performance appraisals.

Summary

This study examined the effect of Civil Service Commission functions on personnel management, using Employee Performance Appraisal Frequency (EPAF) as a proxy within the Delta State Civil Service Commission. Adopting a cross-sectional survey design, data were obtained from 227 valid respondents across six ministries and analyzed using multiple regression techniques.

The findings revealed that the Civil Service Commission's Mandate (CSCM) has a significant positive effect on EPAF ($\beta = 0.407$, $p < 0.05$), indicating that effective implementation of commission responsibilities enhances the regularity of employee performance appraisals. In contrast, Satisfaction with Recruitment Processes (SRP) showed no significant effect on EPAF ($\beta = 0.041$, $p > 0.05$), implying that while recruitment satisfaction contributes to overall personnel management, it does not directly influence appraisal frequency.

Overall, the study highlights the critical role of institutional mandate enforcement in strengthening performance management systems within the civil service.

Conclusion

The study concludes that the effectiveness of the Civil Service Commission in implementing its mandate, ensuring fairness in promotions, maintaining transparency in disciplinary actions, and providing training and development opportunities significantly impacts personnel management in the Delta State Civil Service Commission. Conversely, satisfaction with recruitment processes does not directly influence performance appraisal frequency. These findings highlight the pivotal role of the Commission in

fostering a performance-oriented culture among civil servants.

Recommendations

Based on the findings the following recommendations were reached.

- I. The Commission should strengthen the implementation of its mandate by ensuring that policies and processes are clear, consistent, and aligned with organizational goals to sustain high appraisal frequencies.
- II. Recruitment satisfaction was not significant, the Commission should continue to improve recruitment processes to maintain overall morale and attract qualified personnel.

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