



PERFORMANCE APPRAISAL PRACTICES (PAPs) AND EMPLOYEE ENGAGEMENT (EE) RELATIONSHIP IN NIGERIAN CIVIL SERVICE¹

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Abstract. *Survey in the administration pasture specified that employee engagement (EE) is crucial to effective civil service, because civil service achievement significantly depend on EE. Though, very little thought was given to performance appraisal practices (PAPs) in relations to EE in the civil service context. The key purpose of this study is to analysis the PAPs (i.e. training, performance feedback, job promotion, financial reward and performance recognition) in relation with EE. Consequently, 510 civil servants were included in this review. The research data were gathering via quantitative survey, from civil servants in Kwara State. The hypotheses formulated were checked using PLS-SEM. The outcomes of the findings offered support for three (3) hypotheses out of the five (5). The results of the research signified that job promotion, financial reward as well as performance recognition have significant relationships with EE, while the performance feedback and training have no significant relations with EE. Thus, this investigation gives empirical confirmation to the practitioners on EE. It further offers insight for directors in civil service on how to boost EE via training, performance feedback, job promotion, financial reward and performance recognition.*

Keywords: *Civil Service, Performance Appraisal, Employee Engagement, Performance Appraisal Practices, Nigeria.*

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1. Introduction

Civil service is a government limb directed at achieving certain desired national goals. It takes an important role and task in the governance and advancement of a nation. No state could attain dependable expansion for the development of the living standard of the individuals without a suitably equipped civil service to carry out government plans. Nevertheless, efficient performance of civil service in the amenities sharing has been an extensive concern/issue in African states, most particularly in Nigeria (Adejuwon, 2016). The Nigerian civil service, which is an administrative apparatus that plays a key part in the effective operation of any administration and occupies a vital role in the political organization (Anazodo, Okoye & Chukwuemeka, 2012), is not efficient and effective.

Performance of civil servants be prone to slothful, their coffee breaks lengthy, and their need for direction should be persistent. Frequently, there is carelessness from one workplace to the other, instances of misplaced documents, and an abnormality at the place of work, forgery of receipt, embezzlement and broad non performance of obligation on schedule period (Ameen, 2020). These are modes of impediments that indicate a lack of employee engagement (EE). Addressing these weaknesses is vital to the effective engagement of civil servants (Alao & Alao, 2013).

The recent circumstance of matters in the civil service seems that the variables liable for lack of personnel engagement have not been dealt with and thus the problem nevertheless remains. Deeper look into the present Nigerian civil service challenges (e.g. unproductive occupation operations, dearth of capable leadership among others) (Magbadelo, 2016) and the extant literature in the administration pasture research shows that EE is fundamental to effective civil service, because, organizational performance and success extensively depends on EE (Devi, 2017). The reason in this analysis is that the poorly Nigerian civil service could be kept from the irregularities pointed out above via EE, because engaged personnel carries out a significant function in the realization of governmental objectives, but productivity of administrations are got via the instrumentality of personnel, who are provided with the requisite skills, understanding, and competencies necessary for the accomplishment of governmental policy and development (Ismail *et al.*, 2015; Ismail *et al.*, 2021). All these could be accomplished via performance appraisal (PA) scheme.

Macey *et al.* (2009) affirmed that one of the significant influential aspects of performance appraisal (PA) and management is EE. Mone and London (2018) stressed that the significance



of EE cannot be undervalued once the aspiration of the establishment is to enhance efficiency and performance (Gupta & Upadhyay, 2012). In addition, out of the several predictors of EE, the most significant predictor of EE is the PA practice, because it is an important factor that could make institutes to attain efficiency of employee (Mollel, Mulongo & Razia, 2017). Practices of PA is regularly perceived as the most vital role of HRM (Smither & London, 2009; Selvarajan & Cloninger, 2008), and it has been shown that successful PA is the symbol of important segment of accomplishment of HRM of an establishment (Zapata-Phelan *et al.*, 2009). Therefore, “information gained from performance appraisal is often used for administrative purposes. Such purposes include pay rates, promotions, job requirements, opportunities for training, special awards and other types of formal recognition” (Ilgen & Moore, 1983. p. 149).

Investigation of EE is as significant as the reviews on the extrapolative factors of EE. According to Lee and Ok (2015), EE is a rising discuss among HRM reviewers. The existing reviews on EE have established that EE is fundamental to the existence of institutes against the ambiguity and challenges of organization environment. However, Saks (2006) observed that little is presently acknowledged in both theory and practice on how schemes of PA (i.e. training, performance feedback, job promotion, financial reward and performance recognition) could boost EE in an institute (Adler *et al.*, 2016; Pulakos, 2004). Moreover, the bulk of literature in the area of HRM confirmed the significance of EE being the focus of link between worker personality and their output in institute environment (Alam *et al.* 2024; Stroud, 2009). Meanwhile, academic researchers are still lagging in establishing the effect of employees’ engagement in civil service (Lambert, Qureshi, Klahm, & Smith 2018). Given the above discussion and the fact that there is dearth of research on the relationship between PAPs and EE in the setting of Nigerian civil service, the current study aims to assess the connection between PAPs (measured with training, performance feedback, job promotion, financial reward and performance recognition) and civil servant engagement in Kwara State, Nigeria.

2. Literature and Theoretical Development

2.1. Employee Engagement (EE)

The works on EE has had an expert effect and research is scant in this domain (Bhatnagar, 2007). Owing to the limited works obtainable on engagement, a large amount of misperception is around its notion/conceptualization (Gupta & Kumar, 2012; Shuck & Wollard, 2010). One of the main disputes noticed in the literature is the dearth of a general description of EE (Pandita



& Bedarkar, 2015). EE is a general word both in the industry and in academic circles (Schaufeli & Bakker, 2010). EE own its backgrounds in Kahn's (1990) prominent write-up. However, Kahn (1990) classified EE "the simultaneous employment and expression of a person's 'preferred self' in task behaviours that promote connections to work and to others, personal presence, and active full role performances" (p. 700). It was asserted that a workforce engages in an occupation when the components of mental significance (i.e., "sense of the work's significance relative to personal values"), psychosomatic well-being (i.e., "ability to express oneself in work role matters without negative repercussions"), and emotional accessibility (i.e., "being ready, motivated, and able to do the work") existed.

Schaufeli and Bakker (2010) largely described engagement in relations to administrative commitment, specifically affective loyalty (i.e., the psychological devotion to the institute/establishment), protraction devotion (i.e., the aspiration to remain with the establishment), and additional responsibility conduct (i.e., discretionary conduct that encourages the effective operation of the establishment). As workers grow to be the vital administrative resource, Alfes, Truss, Sone and Gatenby (2013) assert that engagement is persistent on building employee loyalty, desire, and vigour that are allied with administrative aspirations coupled with rising organizational performance. Thomas (2007) suggested a one-dimensional engagement conceptualization. It was maintained that though the result of engagement (i.e. conducts) arise in 3 sets – "physical, cognitive, emotional". As stated earlier, these conducts are fundamentally one-dimensional. Therefore, in this study, physical, cognitive, emotional were used to measure EE.

2.2. Performance Appraisal Practices (PAPs) and Employee Engagement (EE) relationship

PA activities are among the most significant HRM exercises in establishments. PA is a vital aspect of a performance management where the performance standards for employees are gauged, defined and developed (Kinicki *et al.*, 2013). The principal purposes of PA are to support institutes to make assessments on pay, promotions, identifying training needs, giving feedback as well as employee recognition for well accomplished job (Kadiresan *et al.*, 2015; Denkyira, 2014). Built on the purposes of PA practice, five major HRM exercises were recognized in this analysis: training, performance feedback, job promotion, performance recognition and financial reward.



Training according to Armstrong, (2006) signifies the established and organized adjustment of actions by means of studying occurrences, instructions and programmes which enable the individual worker to realize specific amounts of proficiency, understanding and conformity necessary for the successful occupation performance. Considerable figures of researches have affirmed the connection between a reliable training and employee engagement and motivation (Alam *et al.* 2024; Aktar & Pangil 2018; Bhatti & Alnehabi, 2023; Azeem, Rubina & Paracha, 2013). Yap *et al.* (2010) reveal that workforce who viewed training to be useful were extensively more devoted and engaged to their establishments and further contented with their occupations than workforce who viewed training to be fruitless. Equally, Lam, Lee and Mizerski, (2009) and Owens (2006) establish a strong connection between training and employee responsibility. The more devoted a worker is a smaller amount of a yearning he would have to terminate from the establishment. Consequently, highly devoted workforces were established to have an upper intention to stay put with the establishment along with constructive attitude on their employment (Halid, Kee & Rahim 2024). Also, the extant investigation showed that worker training enhances the level of their obligation to the occupation, and it could be utilized as an influence to increase engagement (Albrecht *et al.* 2015; Saks, 2022; Albrecht, 2013; Schaufeli & Salanova, 2010). An investigation carried out by Suan and Nasuridin (2014) discovered that work engagement could be enriched via improving on the occupation training offered. Besides, Azeem, Rubina and Paracha (2013) stressed that the correct kind of training could influence EE in any manner. To keep workforces engaged, establishments must permit them to persist to improve and rise all through their occupations. Hence, training is an applicable technique of supporting workforces with a means to facilitate them to completely engage and attain skills and knowledge for their profession and expert expansion (Gruman & Saks, 2011). Paradise (2008) for instance, in his study, disclosed that the training performed a significant part in enhancing engagement. Engagement scores of these employees were also positively correlated with the quality, frequency and breadth of learning opportunities. Therefore, the literature incessantly supports the impression that engaged workforces are persons who are always learning and evolving (Bakker & Bal, 2010).

Moreover, Assessment of employee's performance in the present work is a method of evaluating the person's suitability or qualification for selection into a higher position (Atakpa, Ocheni & Nwankwo, 2013). One of the highest essential benefits of each establishment is the anticipation for domestic/inner promotion of personnel. Job Promotion may possibly make a constructive contribution to the improvement of every institution. Promotion of personnel



would adjust the occupation position to worker constructive engagement (Saks, 2022). Individuals' personnel who are correctly inspired have upper engagement levels in their employment than individuals who have not (Khan & Iqbal, 2013). Holtom *et al.* (2008) disclose that job promotion prospect serves as an instrument for enhancing commitment and the sense of belonging to the establishment and effects is the long period connection with the establishment (Thilaka, Sivasankaran & Udayabaskaran, 2017). Studies carried out by Ameen and Baharom (2019), Aktar and Pangil (2018) discover the significant relationship between job promotion prospect and worker engagement in the establishment. It was disclosed that on time and easy occupation progression opportunity in the organization engage the worker to be additional loyal and committed to the organization. According to Khan and Iqbal, (2013) job promotion has a direct relationship with EE. Attridge (2009) states that a worker's affirmative engagement has a positive link with the whole fiscal attainment of the institute. Then, it is requiring for institutes to build up strategies and policy that would support worker's job promotion and progression. Moreover, Brown (2011) advocates that, for workforces to be occupied and engaged, their views of prospects to progress are indispensable. Mutunga, (2009) posits that organizations require powerful structures and approaches that backing and promote engagement. For instance, such systems as "hiring, promotion, performance management, recognition, compensation, training, and career development" together offer an organization basis upon which to fast-track engagement. Promotion in the administration should be inspired so as to boost employees' engagement in their relevant tasks. Organizations must offer the chance for the personnel for job promotion. Through the prospect given to personnel, they may possibly build up themselves to be proficient, effective and additional engaged with the institute and employment (Mohda, Shaha & Zailana, 2016). Job promotion did not only inspire personnel to do better but inspires personnel in giving an additional commitment to the profession and own growth. It is maintained that the job promotion becomes one of the indispensable subjects that would intensely influence how personnel would engage in their work (Taufek, Zulkifle & Sharif, 2016; Anitha, 2014; Srivastava & Bansal, 2016). Therefore, it is a necessary factor to EE that inspires a worker to additionally accomplish and thus, concentrate more on occupation and own progression.

Also, one of the vital aspects of the appraisal exercise is the constant communiqué between director and subordinate. Performance feedback is information revealing previous performance and outcomes and offered by the director to the junior worker. The feedback guides the worker to the institute tasks and aims. Bakker and Bal, (2010) assert that performance feedback has



been linked to EE and organizational citizenship behaviour (Shim, Park & Park, 2024). In an investigation carried out by Selvarasu and Sastry (2014), Aktar and Pangil (2017, 2018) found that performance feedback connected to positive EE and could thus be a suitable tool for augmenting engagement. Bakker and Demerouti (2008) affirm that feedback stimulates engagement since it promotes knowledge, which rises occupation proficiency and the possibility of being productive in reaching one's occupation aims. Taylor *et al.* (1984) succumb that feedback is incredibly necessary for administrative accomplishment and that a shortage of feedback may possibly lead to "anxiety, inaccurate self-evaluations, and a diversion of effort" towards feedback collecting procedures. Aguinis, Gottfredson and Joo (2012) assert that valuable performance feedback has a prospective to enhance EE, inspiration, and occupation fulfillment. Performance feedback is a vital factor in entire performance management practices. Ying (2012) says useful performance feedback is appropriate, precise, developmental in nature, and offered by a reliable source. The purposes of performance feedback are to develop the person, group performance and EE, inspiration, and occupation contentment (Aguinis, 2009). Therefore, offering helpful feedback permits workforces to recognize that superiors care about their attainment and performance, which enhances their degrees of engagement (Marciano, 2010). Also, Gruman and Saks (2011) insinuate that in order to enrich engagement, workforces must have to recognize that evaluations and performance feedback are delivered in a reasonable mode. The realization of the feedback relies on the acceptance of the scheme/pattern. The basis of the feedback needs to be seen by the beneficiary as being constant, sincere, consistent, impartial and correctly inspired. The feedback could likewise create bad responses from workforces. If it is seen as one-sided, the feedback could cause "behavioural changes such as absenteeism, lack of cooperation, lack of focus on priorities, unhealthy competition and even can cause staff turnover".

Furthermore, one of the central drives of evaluating worker's performance sometimes is to form a basis for honours or recognition for outstanding involvement to the attainment of organizational objectives (Atakpa, Ocheni & Nwankwo, 2013). Of course, this will enhance the morale of such employee. Even individual's employee that did not have such acknowledgement will be struggling by the aspiration to have them. Praising workforces for an occupation well done or for supporting/impacting to the corporate aims would function as constructive reinforcement and engage workforces (Seijts & Crim, 2006; Rai *et al.* 2018; Aktar & Pangil, 2018). EE levels grow once they are appreciated and recognized for their occupations and efforts (Kaufman, Chapman & Allen, 2013; Bakker *et al.*, 2007). If workforces believe their



efforts and capability would be acknowledged, they are prospective to be further engaged and produced value. Once recognition is deemed effective, employees have lesser turnover levels, accomplish greater corporate outcomes (Gostick & Elton, 2007). An investigation established that the extent of recognition and compensations could be an imperative aspect of “work experience and a strong predictor of engagement” when “performance related pay culture” succeeds at work (Koyuncu *et al.* 2006). However, the shortage of satisfactory compensation package could leash workforces to a circumstance of work burnout (Maslash *et al.*, 2001). With the support of literature, the issue of compensations and recognition remains a substantial engagement predictor. A research done by Saks (2006) showed that recognition and recompenses are very significant antecedents of EE. Kahn (1990) sees that worker’s extent of engagement is a sense of their understandings of the benefits they get. Then, regardless of the amount or kind of recompense, it is the worker’s view of the similar that concludes his/her gratified and thus individual’s engagement in the occupation. Scott *et al.* (2010) in their analysis substantiated that there is great effect of financial recognition on engagement. Thus, to a very great level appreciation and recognition has a great connection with EE (Mutunga, 2009) and intention to stay (Halid, Kee & Rahim 2024).

Financial reward and in particular pay, is a necessary attribute to EE that inspires an employee to attain additional and therefore concentrates further on occupation and own expansion. Payment is another indispensable antecedent to EE. The rate of a workers’ engagement relies on worker's attractiveness of established payment and welfares (Anitha, 2014). Saks (2006) emphasized that pays are important antecedents of EE. They stated further that once personnel obtain good pays from their institution, they would feeling indebted to reciprocate with better rates of engagement. It is noticed by Kahn (1990) that worker’s rate of engagement is a role of their insights of the remunerations they obtain. Worker’s engagement has a direct link with good remunerations and performance (Karikari, Opoku Boadi & Sai 2018). Empirically, Scott *et al.* (2010) in his research shows that respondents consider that salary (“base salary, base salary increases, and benefits and perquisites”) have a great link on employee engagement. Mutunga (2009) also revealed that pay to a very great level has constructive link on employee engagement. Moreover, Obasaolufemi (2015) affirms that the low salary of workforce in the civic sector in Nigeria has psychosomatic, fiscal and social consequences on their approaches towards occupation in a place of work. He further expressed that psychologically low salary can cause tardiness to work, be idle at work, non-attendance, dodge among employees etc. Thus, every establishment must employ correct techniques and plans for the engagement of



their workforces (Mutunga, 2009). Payments serve as one of the predictors of EE. Based on the above discussions, therefore, this study hypothesizes that:

H1: *training has significantly relates with EE.*

H2: *job promotion has significantly relates with EE.*

H3: *performance feedback has significantly relates with EE.*

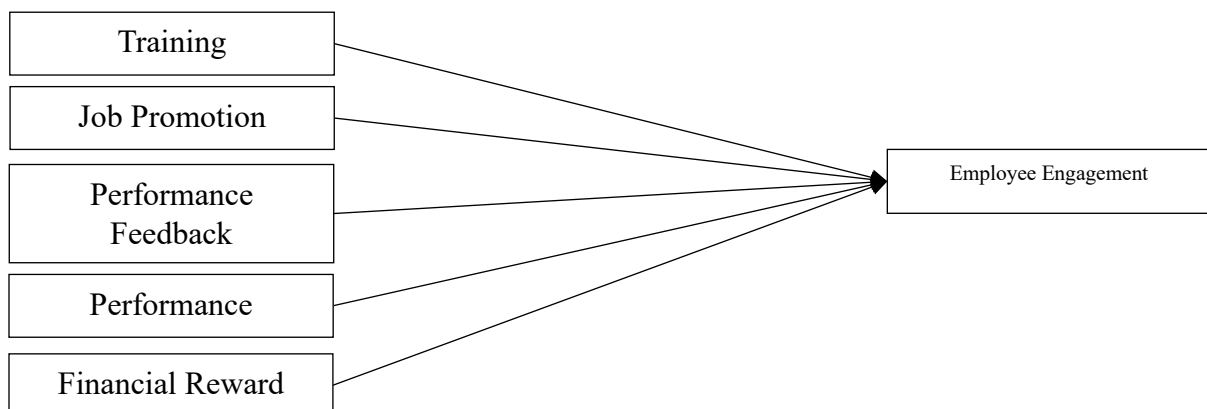
H3: *performance recognition has significantly relates with EE.*

H5: *financial reward has significantly relates with EE.*

2.3 Projected Theoretical Framework

Based on the deliberations in the preceding segments, this current research propels a model signifying that PAPs (training, job promotion, performance feedback, performance recognition and financial reward) have positive connection with EE in the HRM study pasture. The analysis is buttressed by Social Exchange Theory (SET). In accordance with SET, relationship begins when a party offers reimbursement to a person, and he getting exchange in return (Gouldner, 1960). Therefore, social relation according to Aselage and Eisenberger (2009) can be improved when reciprocally parties ready to offer supportive resources/wherewithal to one another. That is, employer/organization search for faithfulness and worker search for beneficial handling (Coyle-Shapiro & Shore, 2007). Employees are proficient of accomplishing high engagement via adequate provision of training need, promotion as and when due, accurate feedback, appreciation and good remuneration offers workforce bigger prospects, thus directly or indirectly augment their contentment and engagement on the occupation. This is shown in Fig. 1.

Figure 1. The study frame





3. Methodology

Data for this research were gathered from civil servants in Kwara State, Nigeria (6,156 civil servants). The sample size of this analysis is 364 according to Krejcie and Morgan's (1970). Besides, in order to minimize and decrease sampling mistake, and to care for non-response rate matters/issues that may take place, Salkind (1997) recommended that the sample size should be forty per cent (40%) increase. Thus, sample size determination in this analysis was supported by Krejcie and Morgan (1970) and Salkind (1997). Therefore, the whole sample size is Five Hundred and Ten (510). The data collected from the sampled 510 were examined via well-groomed PLS 3 software wraps. Stratified sample method was employed to choose respondents. The researcher visited the sampled ministries and agencies with copies for civil servants. The researcher administered the questionnaire via human resource department. The importance of the research and the guidelines were clarified to the respondents. Questionnaires were distributed to the respondents to fill, which was later collected by the researcher from individual respondents; this system guaranteed a high return rate and inspired liberty of voicing from the respondents. In totality, out of Five Hundred and Ten (510) questionnaires which were dispersed to the focus respondents, Four Hundred and Nine (409) were reverted giving in an overall response rate of 73%. But only Three Hundred and Seventy-One (371) were utilisable while twenty-two (38) were unfinished, then they were eliminated.

The analysis technique in the existing research embraced descriptive and inferential assessments. Inferential assessment signifies 2-step method: measurement and structural replicas (Hair *et al.*, 2011, 2012; Chin, 1998), as these ensures suitable and dependable outcomes. To ensure constructs validity and reliability, which embrace internal consistency reliability, convergent validity and reliability and discriminant validity, measurement model evaluation was done. Measurement replica signifies the associations between constructs and their corresponding measurement variables (commonly described as the external models in PLS-SEM). The basis for establishing these associations is measurement assumption. An excellence measurement assumption is a required condition to acquire useful outcomes from PLS-SEM (Hair *et al.*, 2017).

Concerning the measurements of the variables of this research, PAPs measurements variables were adopted from Ameen and Ismail (2021), while EE measures were adopted from Thomas (2007). The constructs scale was made on a 5-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree) to make administration of survey easier and give uniformity in



terms of response arrangement. Conversely, demographical variable was measured as categorical variable. This type of interval scale is considered appropriate for this analysis, as it is going by the proposition of Zikmund *et al.* (2010).

4. Analysis of the study data

a) Demographic information and Descriptive statistics

The respondents' demographic information from table 1 specifies that the substantial number of the respondents in this research are male, representing 194 (52.3%) while 177 (47.7%) are females' respondents. With respects to the respondents' age, substantial number of the respondents are 26-35 years of age, representing one hundred and seventy-eight (178) (48%) of the entire respondents. Concerning respondents' marital status, the larger part of the respondents was wedded representing Two Hundred and Ninety-Two (292) (78.7%). Two Hundred and Twenty-Seven (227) (61.2%) respondents, who happened to be the majority, have Degree as their highest level of educational qualification. As far as the years of working experience of the respondents are concerned, considerable numbers of the respondents are between 1 to 5 years' experience representing One Hundred and Eighty (180) (48.5%).

Table 1. Descriptive Analysis of Demographic Data

Demography	Indicators	Frequency	Percentage
Gender	Male	194	52.3
	Female	177	47.7
Age	18 - 25yrs	23	6.2
	26 - 35yrs	178	48.0
	36 - 45yrs	124	33.4
	46 - 55yrs	38	10.2
	56yrs and Above	8	2.2
Marital status	Married	292	78.7
	Single	72	19.4
	Divorced	4	1.1
	Widow	3	0.8



Educational qualification	Diploma and below	68	18.3
	Degree Master	227	61.2
	Ph.D.	76	20.5
		-	-
Year of work experience	1-5yrs	180	48.5
	6-10yrs	104	28.0
	11-15yrs	45	12.1
	16-20yrs	12	3.2
	21yrs and Above	30	8.1

b) Descriptive Statistics for Latent Variables

Table 2 demonstrates the mean and standard deviation of the all variables of the analysis ranging from 3.5814 to 4.0920, and from 0.59704 to 0.93016 respectively. These total mean and standard deviation principles of the whole variables are fairly adequate. Therefore, it could be demonstrated that the reactions of the respondents evidently specify a tolerable and reasonable level of relevance to the whole measurements concerning training, performance feedback, job promotion, financial reward, performance recognition and employee engagement.

Table 2. Descriptive Statistics for Latent Variables

Latent Constructs	No. of Items	Mean	St. Deviation
Training —	5	3.5814	0.93016
Job promotion	3	3.6928	0.90017
Performance feedback	4	4.0920	0.59704
Performance recognition	6	3.5919	0.87055
Financial reward	3	3.6283	0.91933
Employee engagement	6	4.0731	0.73237

*c) Evaluation of the Measurement Model*

The convergent validity, discriminant validity and the internal consistency reliability were assessed in this section to comply with the criteria needed for the validity and reliability of the constructs (Hair *et al.*, 2011). From Table 3, it is apparent that, each item of the construct has higher value on their respective constructs. Hence, the content validity of the constructs is affirmed. Nevertheless, one (1) indicator (i.e., PF1) from performance feedback dropped under the threshold of 0.5 (Hair *et al.*, 2011). Therefore, this item (PF1) was deleted. Similarly, as the values of the Cronbach alpha and composite reliability are all above the threshold values of 0.7, the constructs of the study are said to possess high level of internal consistency reliability. The values of the average variance extracted (AVE) of the reflective scales also go above the lowest requirement of 0.5 (Hair *et al.*, 2011). Therefore, it could be sum up that satisfactory convergent validity has been confirmed in the present investigation.

Table 3. Internal consistency and convergent validity

Constructs	Items	Loadings	AVE	CR	CA
Training	TR1	0.783	0.651	0.903	0.867
	TR2	0.863			
	TR3	0.758			
	TR4	0.776			
	TR5	0.849			
Job Promotion	JP1	0.889	0.750	0.900	0.839
	JP2	0.923			
	JP3	0.795			
Performance Feedback	PF2	0.973	0.820	0.931	0.893
	PF3	0.512			
	PF4	0.972			
Performance Recognition	PR1	0.691	0.627	0.909	0.883
	PR2	0.834			
	PR3	0.755			
	PR4	0.870			
	PR5	0.849			



	PR6	0.751			
Financial Reward	FR1	0.840	0.703	0.877	0.789
	FR2	0.849			
	FR3	0.825			
Employee Engagement	EE1	0.823	0.667	0.923	0.899
	EE2	0.893			
	EE3	0.781			
	EE4	0.808			
	EE5	0.697			
	EE6	0.880			

Note: CA: Cronbach Alpha; CR: Composite Reliability; AVE: Average Variance Extracted.

As for the evaluation of the discriminant validity, the Heterotrait-Monotrait ratio (HTMT) was adopted. The table 4 below presents the discriminant validity to be confirmed as the highest HTMT ratio was between employee performance and financial reward which falls below 0.85. Additionally, bootstrapping method was used to test for the HTMT ratio and it was found that the values are different significantly from 1, signifying that the constructs have discriminant validity as supported by Henseler, Ringle and Sarstedt (2015).

Table 4. Heterotrait-Monotrait Ratio of Correlations (HTMT)

construct	EE	FR	JP	PF	PR	TR
EE						
FR	0.569					
JP	0.495	0.585				
PF	0.084	0.133	0.122			
PR	0.508	0.637	0.534	0.141		
TR	0.479	0.581	0.683	0.050	0.742	

Note: EE: Employee Engagement; JP: Job Promotion; FR: Financial Reward; PR: Performance Recognition; TR: Training; PR: Performance Recognition.

*d) Structural Model Evaluation*

The table 5 presented below reveal the respective results for the PAPs-Employee Engagement relationship.

Table 5. Direct relationship

Hyp	Path	Beta Value	STDEV	TValue	PValue	Decision
H1	TR → EE	0.081	0.079	1.025	0.306	Not Supported
H2	JP → EE	0.197	0.068	2.893	0.004	Supported
H3	PF → EE	0.031	0.059	0.530	0.596	Not supported
H4	PR → EE	0.192	0.069	2.771	0.006	Supported
H5	FR → EE	0.238	0.060	3.969	0.000	Supported

Concerning the testing of hypotheses regarding the link between PAPs and EE, from Table 5, three (3) out of five (5) hypotheses were supported. Based on these outcomes, hypothesis two (H2) ($\beta=0.197$, $t=2.983$, $p<0.05$), hypothesis four (H4: $\beta=0.192$, $t=2.771$, $p<0.05$) and hypothesis five (H5: $\beta=0.238$, $t=3.969$, $p<0.01$) were supported, signifying significant relation among job promotion, performance recognition, financial reward and employee engagement. However, the hypothesis one (H1: $\beta=0.081$, $t=1.025$, $p>0.05$) and hypothesis three (H3: $\beta=0.031$, $t=0.530$, $p>0.05$) were not supported.

Moreover, examination of the structural model demonstrates that financial reward, job promotion, performance recognition, training, and performance feedback collectively explained collectively explain 33% (0.327) of the variance in EE. It indicates that the R^2 values of this research model were beyond Falk and Miller's (1992) satisfactory level. Therefore, it could be drawn that the R^2 values obtained in this model were adequate. The examination of predictive relevance (Q^2) of the model was equally performed. The cross-validated redundancy outcomes



indicate 0.203 for Employee Engagement. These figures are satisfactory because they are greater than zero.

5. Discussion

The testing of hypotheses in this analysis was done via PLS-SEM. Hypothesis one (H1) was not supported. This outcome is in line with few previous studies including Rashid, Asad and Ashraf, (2011), Ahmad and Bakar (2003) and Shore and Barksdale (1998) which stated that training has no significant relationship with EE. This shows that training is not a predictor of EE in civil service. This result does not support the suggestions in the existing theory and empirical findings that indicates that training played a key role in shaping engagement (Aktar & Pangil, 2018; Paradise, 2008). This could be possibly attributed to the contextual factors such as political interference (politicisation of service). Specifically, selection of civil servants for training is extremely political. It is observed that the majority of the civil servants have a political attachment and relative to political office holders that are so influential and can influence personnel that are to be sent on training because of peculiar benefit they will take there. So, instead of sending civil servant that is discipline/job relating to the training they would rather prefer their relation whether he is fit or not and this is because of monetary benefits that will accompany the training. It is on this message that Oyededeji (2016) asserted that strong foundations cannot come out from modern day Nigerian civil service where selections of civil servants to be trained are based on clannish circumstances, link with the superior, religious conviction, obvious political affiliation and class.

Hypothesis two (H2) which stated that job promotion has significantly relates with employee engagement in Kwara State was supported. The outcome implies that job promotion is a strong and influential predictor of civil servant engagement. This outcome corroborates with a considerable number of existing studies, among the studies that this finding consistent and supports include Taufek *et al.* (2016), Aktar and Pangil (2017, 2018), Khan and Iqbal (2013), Jung and Yoon (2015), Gathungu, Iravo and Namusonge (2015), Kehoe and Wright (2013), Mohda, Shaha and Zailana (2016), Srivastava and Bansal (2016), and Anitha (2014). The outcome of the present study offers support to numerous HRM-based researches as revealed above. Furthermore, in the tactical HRM literature, it is supposed that the benefit of any establishment is the opportunity for internal promotion of workforce. Owing to the opportunity offered to workforce, they could develop themselves to be more resourceful and successful and properly engaged with the establishment and job (Mohda, Shaha & Zailana, 2016; Thilaka,



Sivasankaran & Udayabaskaran, 2017). It does not merely inspire workforce to do properly but encourages workforce into offering more interest to occupation and individual growth. The discovery is further validated by the Social Exchange Theory (SET) which affirms that the job promotion has turn out to be one of the significant factors that will heavily affect how civil servants will engage in their work.

Hypothesis three (H3) which specified significant relation connecting performance feedback with EE was not supported as the result obtained from data analysis indicate non-significant. This implies that performance feedback not significantly related with EE in Kwara State civil service. This result is not corroborating with the studies such as Aktar and Pangil (2018), Bakker and Bal (2010), Aktar and Pangil (2017), Selvarasu and Sastry (2014), Aguinis, Gottfredson and Joo (2011), Saks (2006), and Gomez-Mejia (1990). Probable reason for this could be that civil servants' engagement at work is not efficiently monitored by civil service and the matter of feedback is poorly handled by supervisors. Furthermore, it was observed that the feedback mechanism has not been used properly. This was due to the overbearing political pressure on the service and this is impacting negatively on the service as a result the feedback mechanism does not always yield good result. Lack of reward and punishment is another major issue that diminishes feedback in the civil service. Without reward and punishment performance feedback would not be effective and this is what is lacked in the Civil Service. Several establishment arrangements propose that rewards and punishment play distinct role in offering inducement (Andreoni, Harbaugh & Vesterl, 2003) and these would make feedback to be significant to employee engagement if it is applied appropriately.

Hypothesis four (H4) was supported as the outcome specify significant relationship of performance recognition with employee engagement. This denotes that organization that recognises job well done of its employee influences the employee to be more engaged and committed. The results also provided empirical support to the SET which articulates that exchange rule generally centred on reciprocity or reimbursement principle, where the activity of a party leading to the activity of another party (Saks, 2006; Gouldner, 1960). Furthermore, this outcome corroborated with the findings of Aktar and Pangil (2018), Kaufman, Chapman and Allen (2013), Saks (2006), Kahn (1990), Mutunga (2009), Macleod and Clarke (2009), Scott, McMullen, Royal and Stark, (2010), Markos and Sridevi (2010), and Zaitouni (2013). Based on empirical and theoretical evidence, it could be summed up that performance recognition is an important inspiration and reward approach to enhance employee engagement.



Hypothesis five (H5) which says that financial reward has significantly relates with civil servant engagement in Kwara State was significant. This implies that organization that implements acceptable standards of salary for their employees can achieve a high level of employee engagement. Therefore, satisfactory salaries will engage workforce to make productive efforts to their occupation and view themselves competent of handle work demands. Furthermore, this outcome was consistence with the earlier studies such as Karikari, Opoku Boadi and Sai (2018), Aktar and Pangil (2018), Saks (2006), Anitha (2014), Scott *et al.* (2010) Mutunga (2009), Rashid, Asad and Ashraf, (2011). Financial reward as entails that payment is one of key issues considered by workforces. Several organization assumptions (i.e. social exchange & AMO) have specified that when employees obtain exceptional pay, recognition and praise, they seem to exercise additional strength into their occupation. Organization with good financial reward enhances employee engagement at work. It is suggested that organization should maintain good wages for employees (Khan & Iqbal, 2013). If civil service does not consider good wages as an important factor for civil servants, it would adversely affect the job engagement of civil servant. Wage rate that is below than market rate leads to workers dissatisfaction. The low salary of workers has psychological, economic and social implications on their attitudes towards work in a workplace, and psychologically, low salary can cause lateness to work, loafing at work absenteeism, and buck-passing among workers etc.

6. Conclusion

Based on important issues relating to theoretical, contextual and methodological parts of PAPs-EE study, this analysis was considered to assess the relationship of PAPs on EE. Particularly, highlighting the relationship between job promotion, training, performance feedback, financial reward and performance recognition and EE. Based on social exchange theory and broad literature survey, a theoretical framework was established to explicate influential role of strategic PAPs in enhancing optimal EE in civil service. Five (5) hypotheses were framed and tested using structural model of PLS-SEM. The research demonstrated that PAPs variables are important aspect of HR that has greater influence on employee engagement. The outcomes of the tested hypotheses specify that out of five (5) suggested hypotheses, three hypotheses supported while two hypotheses not supported. The findings denote positive influence of PAPs such as performance recognition, job promotion and financial reward (pay) on the engagement of the civil servants.



However, civil servants' PA is confronting a numeral of challenges which includes lack/ineptness of appraisal information for performance enhancement, shortage of instant/regular and constructive feedback. Since the crucial aspiration of appraisal practices is to inspire workforce for enhanced service delivery and performance advancement, these practices should be reviewed and revised. Therefore, Civil service institutions should institute standard feedback devices that are productive and appropriate. This will aid workforce realize their performance strength and areas for development, which can improve engagement and efficiency. Uninterrupted training prospects should be ready accessible to civil servants. Up-skilling workforce not only enhances their capability but as well demonstrates that the establishment is invested in their individual and expert development, in so doing growing/enhancing engagement. Also, the assessment scheme should be allied with the overall aspirations of the civil service. Once civil servants realize how their concerts contribute to the institution's accomplishment, they are further likely to keep on engaged and dedicated. Finally, directors in civil service should put more effort on how to boost EE via PAPs (i.e. training, performance feedback, job promotion, financial reward and performance recognition). By embracing these practices, civil service institutions can promote additional engaged and inspired employees, which is significant to the effectual operation of civic institutions.

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