



## Performance Management Practices and Employee Productivity in Abuja Enterprise Agency, Nigeria

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### Abstract

This study examines the impact of performance management practices on employee productivity at the Abuja Enterprise Agency (AEA). Specifically, it evaluates the effects of Management by Objectives (MBO), Rewards and Recognition (RandR), 360-Degree Feedback (ThreeSixty), and Training and Development (T&D) on employee productivity. Using a quantitative research design, data were collected from 138 respondents through structured questionnaires and analyzed using descriptive, correlation, and regression analysis. The results indicate that all four performance management practices positively influence employee productivity, with Rewards and Recognition. The study concludes that organizations should prioritize reward systems, structured training programs, and goal-setting frameworks to enhance productivity. The study recommended among others that rewards and recognition programs should be strengthened in Abuja Enterprise Agency while training & development initiatives should also be enhanced in the Agency

**Keywords:** Performance management, employee productivity, rewards and recognition, training and development, management by objectives.

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### Introduction

Employee productivity is a critical determinant of organizational success, particularly in public sector agencies like the Abuja Enterprise Agency (AEA), which is tasked with fostering entrepreneurship and economic development in Nigeria. Despite the evident importance of optimizing employee performance, many public sector organizations face persistent challenges such as inefficient goal-setting mechanisms, inadequate reward and recognition systems, poorly implemented feedback mechanisms, and insufficient investment in employee training and development (Aguinis, 2019). These challenges not only hinder individual performance but also compromise organizational effectiveness. Research indicates that a well-structured performance management system can significantly enhance employee productivity by aligning individual goals with organizational objectives, providing timely feedback, and offering rewards that motivate employees (Armstrong, 2021). Practically, many Nigerian public sector organizations including Abuja Enterprise Agency are confronted with various challenges ranging from lack of managerial performance, bureaucratic bottlenecks in processes, dysfunctional policies, corruption and opaque operational management to favoritism in recruitment and nepotism to mention a few. These challenges have led to poor managerial performance in most of these agencies including Abuja Enterprise Agency which is the focus of this study. Consequently, this



has contributed to very low employee morale, high turnover rates, and suboptimal service within the organization. An attempt to proffer solution to these challenges has necessitated the motivation for this study. In addition, while prior studies have highlighted the general benefits of performance management in improving employee outcomes (Dessler, 2020; Noe et al., 2020), there is a dearth of empirical research focusing on its application and effectiveness within the Nigerian public sector context, particularly at Abuja Enterprise Agency.

All the above problems created the necessary gap for this study by examining the relationship between performance management practices specifically, Management by Objectives (MBO), reward and recognition programs, 360-degree feedback, and training and development and employee productivity at AEA.

The primary aim of this study is to investigate the relationship between performance management practices and employee productivity at the Abuja Enterprise Agency (AEA), Federal Capital Territory. The specific objectives of the study are to :

- i. Examine the effect of Management by Objectives (MBO) on employee productivity
- ii. Assess the impact of reward and recognition programs on employee productivity.
- iii. Analyze the relationship between 360-degree feedback mechanisms and employee productivity.
- iv. Evaluate the influence of training and development programs on employee productivity

## **Literature Review**

### **Conceptual Review**

In this study, the independent variables include management by objectives, rewards and recognition programs, 360-degree feedback, and training and development. These variables, also known as predictors or antecedents, are examined to determine their impact on the dependent variable, employee productivity, which represents the research's outcome

### **Conceptual Framework**

Building on the reviewed literature, this study posits that performance management practices, specifically management by objectives, rewards and recognition programs, 360-degree feedback, and training and development, have a significant impact on employee productivity. The proposed conceptual framework is illustrated in Figure 1.

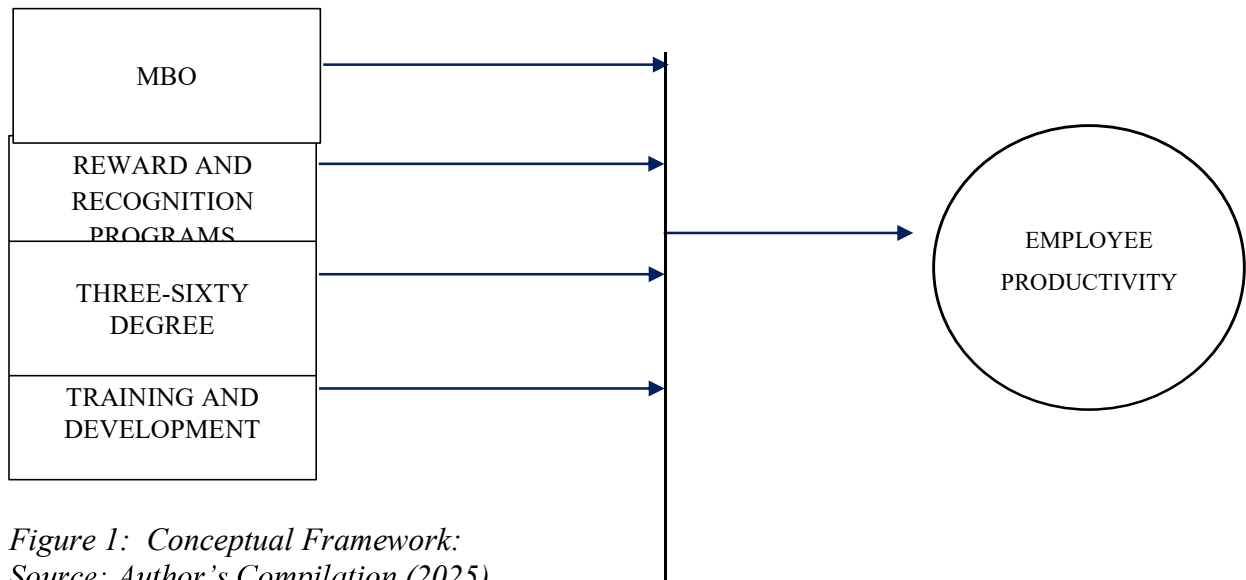


Figure 1: Conceptual Framework:  
Source: Author's Compilation (2025)

### Theoretical Review

This underpinning theory used for this study is the Goal-Setting Theory developed by Locke and Latham (1990). This theory posits that specific and challenging goals lead to higher performance compared to vague or easy goals. The theory emphasizes the importance of goal clarity, employee commitment, and regular feedback in achieving organizational objectives. Central to this theory is the idea that goals serve as motivators, directing attention, effort, and persistence toward achieving desired outcomes. In the context of performance management and employee productivity, the Goal-Setting Theory provides a foundational framework for understanding how structured objectives and clear expectations impact workforce efficiency. Management by Objectives (MBO), one of the core performance management strategies examined in this study, is directly rooted in the principles of goal-setting. By involving employees in goal formulation, MBO aligns individual aspirations with organizational objectives, fostering engagement and accountability. This theory is particularly relevant to the Abuja Enterprise Agency (AEA) as it underscores the need for clear and measurable performance targets in optimizing employee productivity. It provides insights into designing performance management practices that not only monitor but also motivate employees to achieve excellence. The alignment of personal and organizational goals, coupled with structured feedback mechanisms, ensures continuous improvement, making the Goal-Setting Theory a critical lens for evaluating the performance management strategies within AEA.

This study explores how various performance management practices such as MBO, reward systems, 360-degree feedback, and training programs influence productivity. The Goal-Setting Theory ties all these components together, emphasizing that employees are more productive



when they are clear about what is expected, when their contributions are aligned with organizational goals, and when they receive consistent feedback.

## **Empirical Review and Hypotheses Development**

### **Management by Objectives (MBO) and Employee Productivity**

Idoko et al (2022) evaluated the impact of Management by Objectives (MBO) on employee performance at Union Bank Plc in Enugu metropolitan, finding that joint control positively influenced employee commitment and that clear goals enhanced punctuality. Similarly, Malela and Araka (2023) investigated performance appraisal at Tom Mboya University, Kenya, and demonstrated that MBO practices, such as goal setting, monitoring progress, and rewarding performance, significantly improved employee performance. Shonubi and Sodipo (2019) analyzed MBO's role in enhancing organizational performance at Guaranty Trust Bank Plc, showing that MBO significantly drives improved outcomes. Wekesa and Makhamara (2020) examined performance appraisal at Kibabii University, Bungoma County, and established that MBO had a significant positive impact on employee performance. Helal (2022) linked performance appraisals, specifically 360-degree evaluations, to employee motivation and confirmed that MBO directly influences workplace performance. Additionally, Oyebamiji (2018) explored decision-making participation at Ladoke Akintola University of Technology Teaching Hospital and revealed that both direct and representative participation positively affected organizational performance. Together, these studies underscore the critical role of MBO and performance appraisal practices in fostering employee and organizational productivity across diverse contexts.

Therefore, the study proposes the following hypothesis.

**H<sub>1</sub>:** There is a positive and significant relationship between Management by Objectives (MBO) and Employee Productivity.

### **Reward and Recognition Programs and Employee Productivity**

Phuong et al (2025) conducted a study to assess the impact of work motivation on lecturers' job performance at Vietnam National University, Hanoi (VNU-Hanoi). The study focused on five motivational factors: salary and benefits, leadership competence, training and promotion opportunities, working conditions, and recognition and rewards. Lecturers' job performance was evaluated based on teaching outcomes, research contributions, and community involvement. The study surveyed 408 lecturers using a questionnaire, and the results from structural equation modeling analysis indicated that recognition and rewards had a significant positive impact on lecturers' performance. Also, Kwarteng et al (2024) examined the impact of employee recognition and engagement on productivity within the Ghana Health Service, finding that recognition programs significantly motivated employees and enhanced their productivity. Similarly, Salam et al (2022) assessed the effect of compensation and workplace factors on productivity in Makassar's Ketenagakerjaan sector, revealing that compensation directly and



positively influenced employee productivity. In the Nigerian Automobile Industry, Ihemereze et al. (2023) identified monetary incentives, including salaries, bonuses, and profit-sharing, as significant drivers of performance. Alkandi et al. (2023) investigated incentives and rewards in Saudi Arabia's industrial sector, showing that while these factors did not directly affect performance, their impact on job satisfaction significantly mediated improved performance. Manzoor et al (2021) explored intrinsic rewards and found a significant positive relationship between rewards and performance, mediated by employee motivation. Kumari et al. (2021), using reinforcement and self-determination theories, demonstrated that both intrinsic and extrinsic rewards and motivation significantly influenced task and contextual performance, with job satisfaction serving as a mediator. Hussain et al. (2019) further confirmed the positive effects of rewards and recognition on employee performance in call centres, with perceived organizational support amplifying these effects. Collectively, these studies highlight the importance of recognition, incentives, and motivation in driving employee performance across various sectors.

As a result, the following hypothesis is proposed in the study.

**H<sub>2</sub>:** There is a positive and significant relationship between reward and recognition programs and employee productivity.

### **360-degree Performance Appraisal and Employee Productivity**

Wanjiru and Odenyo (2024) conducted an empirical study on the impact of 360-degree performance appraisals on employee productivity at Eldoret Water and Sanitation Company, grounded in Goal-Setting Theory, Management by Objectives (MBO), and Expectancy Theory. Their research assessed the influence of evaluation techniques, explore MBO's impact, and evaluate the role of 360-degree appraisals in boosting productivity. Using a random sample of 121 workers from a population of 405, data were collected via structured questionnaires and analyzed through descriptive and inferential statistical methods, including multiple linear regression. In summary, the findings of the study showed that there is a significant positive correlation between 360-degree appraisals and employee productivity, with an unstandardized beta coefficient of 0.437. Similarly, Katekhaye and Choudhary (2023) investigated the impact of 360-degree performance assessments on employee productivity using a sample of 256 respondents from various industries. They found that feedback from multiple sources, including customers, significantly enhanced employee motivation, engagement, and job satisfaction, thereby increasing productivity, as well as improving teamwork and communication among employees. In a related study, Ali et al, (2023) examined the effect of the 360-degree appraisal system on employee productivity in Jordanian listed banks, revealing a significant positive impact.



Olusadum and Leo (2021) also explored the 360-degree feedback appraisal system model in five deposit money banks in Imo State, Nigeria, using a survey-based design and regression analysis. Their findings confirmed a significant positive effect of the 360-degree feedback appraisal system on employee productivity. Wekesa and Makhamara (2020) conducted research at Kibabii University in Bungoma County, Kenya, and discovered that the 360-degree appraisal method had a significant positive effect on employee performance, supporting the relevance of Organizational Justice, Goal-Setting, and Expectancy theories. In a similar vein, Helal (2022) assessed the relationship between 360-degree evaluations and employee performance in Lebanese companies, concluding a direct relationship between 360-degree appraisals and improved employee motivation. Zayum et al (2017) found that regular feedback and goal-oriented management significantly enhanced employee productivity in Nigeria. Aguinis (2019) also emphasized that 360-degree feedback enhances employee self-awareness, which leads to better collaboration and performance, a finding echoed by Torrington et al. (2020), who noted that feedback from multiple sources fosters targeted improvements. Finally, Kihama and Wainaina (2019) investigated performance assessment systems in water and sewerage companies in Kiambu County, Kenya, concluding that appraisal feedback positively influenced productivity by helping employees align with goals and foster personal growth.

Given this, the following hypothesis for the research is given.

**H<sub>3</sub>:** There is a positive and significant relationship between 360-degree performance appraisal and employee productivity.

### **Training and Development and Employee Productivity**

Amin and Mahmood (2025) conducted a study to examine the relationship between human resource management practices, including recruitment and selection, training and development, compensation and benefits, and performance appraisals, on employee performance in Malaysian private universities. The study used a convenience sampling technique among administrators at one of the largest private universities in Malaysia. A total of 242 usable questionnaires were collected and analyzed. The findings revealed that training and development practices had a significant relationship with employee performance.

Bashar et al, (2024) investigated the impact of top management commitment, employee involvement, and training and development on employee performance in banks in developing countries. Using a quantitative approach based on the Total Quality Management (TQM) framework, they gathered empirical data from 463 bank employees through a cross-sectional survey. Structural equation modeling (SEM) with SmartPLS 4 revealed that top management commitment, employee involvement, and training and development positively influenced employee performance. Similarly, Yahuza and Suleiman (2024) examined the impact of training and development on employee performance at A.D. Rufa'i College of Education Misau and C.O.E. Kangere, grounding their study in Human Capital and Herzberg's Two-Factor theories.



Their research, which used a structured questionnaire and data analysis via SPSS and Partial Least Squares (PLS), found that training programs positively affected employee performance, though they recommended management review and improvement of training packages. In another study, Baporikar (2024) evaluated the impact of training and development on employee performance in commercial public enterprises. Using a mixed methods approach, the research confirmed a positive and statistically significant relationship between training and development and employee performance. Khaleque (2024) studied the impact of regulation and training expenses on employee productivity in Bangladesh's microfinance sector, using panel and cross-sectional regression models. The study confirmed a theoretical link between training expenses and improved productivity. Mohammed et al, (2022) conducted a literature review on the impact of training and development on employee productivity, finding that trained employees are more skilled, competent, and proficient in their roles, thereby enhancing both employee and organizational productivity. Similarly, Juliadi et al (2023) examined training's impact on employee productivity within Indonesian start-ups, finding a positive correlation between effective training programs and increased productivity in the digital age. Kumar et al (2023) examined the role of training and development in employee productivity and organizational success, concluding that well-designed training programs positively influence both employee performance and organizational outcomes. Also, Arwab et al (2022) studied the impact of training and development on employee performance in the Indian travel industry, finding a strong positive relationship between training initiatives and improved employee performance, validated through structural equation modeling (SEM).

Therefore, the study proposes the following hypothesis.

**H<sub>4</sub>:** There is a positive and significant relationship between training and development and employee productivity.

## Methodology

The research employs a cross sectional approach to systematically investigate the relationship between predefined variables. It involves measurable data collection and analysis using statistical, mathematical, and computational methods, aiming to test hypotheses and develop theories related to natural or social phenomena. The study targeted all 283 employees of the Abuja Enterprise Agency (AEA) as its population. Using the Taro Yamane formula (Yamane, 1967), a sample size of 166 was calculated using a simple random sampling technique. Data was collected through questionnaires designed to measure the variables under study. The analysis involved descriptive and inferential statistical methods, including data verification, validity and reliability testing, correlation analysis, and hypothesis testing, to ensure accurate and reliable findings.



## Results and Discussion

### Response Rate

The response rate for this study is determined by dividing the number of completed questionnaires by the total number distributed and expressing the result as a percentage. According to Zekaran (2002) response rates between 30-50% are typically deemed sufficient for reliable and robust analysis. As shown in Table 1, the response rate is 83% which surpassed the threshold of 50 percent.

**Table 1: Response Rate**

Questionnaire	Numbers	Percentage
Valid responses	138	83
Non-responses	28	17
<b>Total</b>	<b>166</b>	<b>100</b>

Source: Author's Computation (2025)

### Analysis

The demographic profile of respondents, as presented in Table 2, includes gender, age range, and educational level. The gender distribution shows a nearly balanced representation, with 53% male and 47% female respondents, ensuring diverse perspectives in the study. In terms of age, the majority fall within the 31–40 years range (32.6%), followed by 41–50 years (27.5%), while 20–30 years (23.2%) and 51–60 years (16.7%) represent smaller portions. This indicates that most respondents are in their prime working years, which may influence their perceptions of performance management.

Regarding educational qualifications, nearly 71% hold a university degree, with 49.3% having a Bachelor's degree and 21.7% a Postgraduate degree. Others possess a Diploma (18.1%) or Secondary School Certificate (10.9%). This suggests that a well-educated workforce is likely to have a strong understanding of workplace performance practices. Overall, the demographic data reflect a diverse yet balanced workforce, predominantly composed of formally educated professionals in their peak career years, making them well-positioned to provide valuable insights into performance management and employee productivity.



**Table 2: Demographic Analysis**

Category	Subcategory	Frequency	Percentage (%)
<b>Gender</b>	Male	73	53
	Female	65	47
	<b>Total</b>	<b>138</b>	<b>100</b>
<b>Age Range</b>	20–30 years	32	23.2
	31–40 years	45	32.6
	41–50 years	38	27.5
	51–60 years	23	16.7
	<b>Total</b>	<b>138</b>	<b>100</b>
<b>Educational Level</b>	Secondary School Certificate	15	10.9
	Diploma	25	18.1
	Bachelor’s Degree	68	49.3
	Postgraduate Degree	30	21.7
	<b>Total</b>	<b>138</b>	<b>100.0</b>

Source : Author’s Compilation (2025)

**Reliability Analysis**

The reliability of the research instrument was assessed using Cronbach’s Alpha. The analysis produced a Cronbach’s Alpha value of 0.738 for the variables measured, indicating an acceptable level of internal consistency and reliability (Nunnally, 1978) as presented in Table 3. This suggests that the measurement scale is reliable for assessing the relationship between performance management practices and employee productivity.

**Table 3: Reliability Analysis**

Criteria	No of Items	Cronbach Alpha
MBO	5	.726
Rwd & Recogtn	5	.785
360-Degree	5	.956
Trng & Dev	5	.840
Emp Perf	5	.710

Source: Author’s Compilation (2025)

Cronbach's Alpha	N of Items
.738	5

**Diagnostic Tests for Regression**

Multi-collinearity was assessed using Tolerance and Variance Inflation Factor (VIF) to determine whether the independent variables exhibit high inter-correlations that could distort the



regression model.

A Tolerance value above 0.1 and a VIF below 10 indicate the absence of severe multi-collinearity (Hair et al., 2010). Since all variables in the model as shown in Table 4 meet these thresholds, multi-collinearity is not a concern, confirming the independence of the predictors in the regression model.

Table 4: Collinearity Statistics

Tolerance	VIF
.726	1.377
.785	1.274
.956	1.046
.840	1.191

Source: Author's Compilation (2025)

### Test for Autocorrelation

The Durbin-Watson statistic was used to assess the presence of autocorrelation in the residuals. The Durbin-Watson value of 1.698 as presented in Table 5 falls within the acceptable range of 1.5 to 2.5, indicating that autocorrelation is not a significant issue (Field, 2013). This suggests that the residuals are independent, and the regression model is appropriate for predicting employee productivity.

### Correlation Analysis

The Pearson correlation analysis was conducted to examine the relationships between Employee Productivity (EP) and the independent variables: Management by Objectives (MBO), Rewards and Recognition (RandR), 360-Degree Feedback (ThreeSixty), and Training and Development (TandD). The findings as shown in Table 6 reveal the following:

Rewards and Recognition (RandR) demonstrated the highest positive correlation with Employee Productivity ( $r = 0.713$ ,  $p < 0.01$ ), indicating that recognition and incentives strongly contribute to improved employee performance.

Management by Objectives (MBO) also exhibited a significant positive correlation with Employee Productivity ( $r = 0.571$ ,  $p < 0.01$ ), suggesting that goal-oriented management enhances productivity.

Training and Development (TandD) showed a moderate positive correlation with Employee Productivity ( $r = 0.481$ ,  $p < 0.01$ ), highlighting the importance of skill enhancement and learning opportunities.



360-Degree Feedback (ThreeSixty) had the lowest correlation with Employee Productivity ( $r = 0.261, p < 0.01$ ), indicating a weaker, yet still significant, relationship.

Overall, all independent variables positively influenced employee productivity, with Rewards and Recognition emerging as the strongest predictor.

**Table 6: Correlations**

		EP	MBO	RandR	ThreeSixty	TandD
EP	Pearson Correlation	1	.571**	.713**	.261**	.481**
	Sig. (2-tailed)		.000	.000	.002	.000
	N	138	138	138	138	138
MBO	Pearson Correlation	.571**	1	.437**	.171*	.384**
	Sig. (2-tailed)	.000		.000	.045	.000
	N	138	138	138	138	138
RandR	Pearson Correlation	.713**	.437**	1	.183*	.271**
	Sig. (2-tailed)	.000	.000		.032	.001
	N	138	138	138	138	138
ThreeSixty	Pearson Correlation	.261**	.171*	.183*	1	.087
	Sig. (2-tailed)	.002	.045	.032		.311
	N	138	138	138	138	138
TandD	Pearson Correlation	.481**	.384**	.271**	.087	1
	Sig. (2-tailed)	.000	.000	.001	.311	
	N	138	138	138	138	138

\*\* . Correlation is significant at the 0.01 level (2-tailed).

\* . Correlation is significant at the 0.05 level (2-tailed).

### Regression Analysis

The regression analysis was performed to evaluate the collective impact of the independent variables on employee productivity. The R-Square value of 0.651 suggests that 65.1% of the variance in employee productivity is explained by the four independent variables as shown in Table 7.

The Durbin-Watson value of 1.698 indicates no serious autocorrelation issues, confirming the reliability of the regression model.

**Table 7: Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.807 <sup>a</sup>	.651	.641	1.823	1.698

a. Predictors: (Constant), TandD, ThreeSixty, RandR, MBO

b. Dependent Variable: EP



The ANOVA results ( $F = 62.043$ ,  $p < 0.001$ ) confirm that the regression model is statistically significant, demonstrating that the independent variables collectively influence employee productivity as presented in Table 8.

**Table 8: ANOVA<sup>a</sup>**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	825.153	4	206.288	62.043	.000 <sup>b</sup>
	Residual	442.216	133	3.325		
	Total	1267.370	137			

a. Dependent Variable: EP

b. Predictors: (Constant), TandD, ThreeSixty, RandR, MBO

### Regression Coefficients

The standardized regression coefficients provide insights into the individual contributions of each predictor as shown in Table 9:

Rewards and Recognition ( $\beta = 0.529$ ,  $p < 0.001$ ) had the most substantial impact, reinforcing the strong correlation observed earlier.

Training and Development ( $\beta = 0.241$ ,  $p < 0.001$ ) was the second most significant predictor, emphasizing its role in enhancing employee performance.

Management by Objectives ( $\beta = 0.230$ ,  $p < 0.001$ ) also had a significant positive effect, demonstrating its effectiveness in boosting employee productivity.

360-Degree Feedback ( $\beta = 0.104$ ,  $p = 0.050$ ) had the least impact, though it remained marginally significant.

**Table 9: Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	.725	1.719		.422	.674		
	MBO	.182	.048	.230	3.824	.000	.726	1.377
	RandR	.486	.053	.529	9.143	.000	.785	1.274
	ThreeSixty	.129	.065	.104	1.980	.050	.956	1.046
	TandD	.195	.045	.241	4.308	.000	.840	1.191

a. Dependent Variable: EP



The results indicate that Rewards and Recognition, Training and Development, and Management by Objectives significantly enhance employee productivity, while 360-Degree Feedback has a comparatively weaker effect. The findings suggest that organizations should prioritize recognition programs, structured training initiatives, and goal-oriented management practices to improve workforce efficiency and performance.

### **Discussion of Findings**

The results from the multiple regression analysis, as presented in the coefficient table, reveal that all four independent variables—Management by Objectives (MBO), Rewards and Recognition (RandR), 360-Degree Feedback (ThreeSixty), and Training and Development (TandD) significantly influence Employee Productivity (EP).

#### **Effect of Management by Objectives (MBO) on Employee Productivity**

The regression coefficient for MBO ( $\beta = 0.182$ ,  $p = 0.000$ ) indicates a positive and statistically significant relationship between MBO and employee productivity. This suggests that clearly defined objectives and goal-oriented management practices enhance employee efficiency and performance. The findings align with previous research emphasizing that goal-setting and performance alignment improve job outcomes (Locke & Latham, 2019).

#### **Effect of Rewards and Recognition (RandR) on Employee Productivity**

The R and R variable exhibited the strongest impact on employee productivity, with a coefficient of  $\beta = 0.486$  ( $p = 0.000$ ). This suggests that recognition and reward programs play a critical role in motivating employees and enhancing productivity. Employees who feel valued and rewarded for their contributions are more likely to remain engaged and committed to achieving organizational goals. This finding is consistent with Herzberg's Two-Factor Theory, which highlights recognition as a key motivator in the workplace (Herzberg, 1968).

#### **Effect of 360-Degree Feedback (ThreeSixty) on Employee Productivity**

The results show that ThreeSixty feedback has a weaker but still significant effect on employee productivity ( $\beta = 0.129$ ,  $p = 0.050$ ). While the impact is lower compared to other factors, the positive relationship indicates that feedback from multiple sources contributes to employee improvement and performance. However, its lower coefficient suggests that feedback alone may not be sufficient and should be complemented by other performance-enhancing measures.

#### **Effect of Training and Development (TandD) on Employee Productivity**

The regression results indicate that TandD has a significant positive impact on employee productivity ( $\beta = 0.195$ ,  $p = 0.000$ ). This implies that organizations that invest in employee training and skill development witness higher productivity levels. Employees who receive continuous learning opportunities tend to be more competent and efficient in their roles. These findings are consistent with studies that emphasize the role of professional development in



enhancing employee capabilities and organizational success (Noe et al., 2020).

## Conclusion and Recommendations

The study examined the impact of Management by Objectives (MBO), Rewards and Recognition, 360-Degree Feedback, and Training and Development on Employee Productivity (EP). The findings reveal that all four performance management practices positively and significantly influence employee productivity. Among them, Rewards and Recognition had the strongest impact, followed by Training and Development, Management by Objectives, and 360-Degree Feedback. The R-Square value (0.651) indicates that these factors collectively explain 65.1% of the variation in employee productivity, highlighting their critical role in enhancing workforce efficiency. The ANOVA results ( $F = 62.043$ ,  $p = 0.000$ ) further confirm the statistical significance of the model, validating the relationship between these practices and employee productivity.

The study underscores the importance of effective performance management strategies in fostering a motivated, engaged, and high-performing workforce. Organizations that invest in structured goal-setting, comprehensive reward systems, continuous training, and multi-source feedback are better positioned to achieve higher employee productivity and overall organizational success.

Based on the findings, the following recommendations are proposed to enhance employee productivity:

- i. Rewards and Recognition Programs should be strengthened in Abuja Enterprise Agency
- ii. Training and Development Initiatives should be enhanced in Abuja Enterprise Agency
- iii. Goal-Setting through Management by Objectives (MBO) should be improved in Abuja Enterprise Agency
- iv. Constructive feedback mechanisms to help employees improve performance should be implemented within the organization.

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