

# Effect of Performance Management Practices on Employee Motivation of Telecommunication Company in Benue State, Nigeria

DR. AONDOKIGHIR, TERZUNGWE<sup>1</sup>, DR. ABU JAMES PAUL<sup>2</sup>

<sup>1,2</sup>*Federal University Wukari, Taraba State, Nigeria*

**Abstract-** *This study examined the effect of performance management practices on employee motivation in telecommunication companies in Benue State, Nigeria. Specifically, it assessed how goal setting and planning, performance monitoring and measurement, and feedback and development influence employee motivation. A survey design targeted 170 managers and employees, with a stratified random sample of 116 employees from MTN Nigeria, Airtel, and Globacom. Primary data were collected via structured questionnaires and tested for reliability using Cronbach's Alpha ( $\alpha \geq 0.70$ ). Multiple regression analysis revealed that all three performance management practices positively and significantly affect employee motivation. The study recommends training employees in setting clear and achievable goals, ensuring supervisors support well-defined performance targets, maintaining transparent and ethical appraisal systems with regular feedback, and implementing integrated appraisal, feedback, reward, and development programs to enhance performance and sustain motivation.*

**Index Terms-** *Performance Management Practices, Goal Setting and Planning, Performance Monitoring and Measurement, Feedback and Development*

## I. INTRODUCTION

In the contemporary digital era, telecommunication companies play a central role in economic growth, social interaction, and technological advancement. Beyond providing voice and data services, they serve as key enablers of digital transformation through technologies such as 5G networks, fibre-optic infrastructure, Internet of Things (IoT), and cloud-based platforms, thereby enhancing connectivity and socioeconomic development (Wambu & Wamwayi, 2025).

In Nigeria, the telecommunications sector has transitioned from a state-controlled monopoly to a competitive industry and now constitutes a major

driver of economic growth. The sector contributes over 11 percent to the nation's Gross Domestic Product (GDP), highlighting its strategic importance beyond traditional sectors such as oil and gas (The Guardian Nigeria, 2024). In addition to direct employment, the industry generates extensive indirect jobs across retail distribution, network maintenance, device sales, and mobile money services.

Telecommunication infrastructure has also facilitated financial inclusion through mobile money and fintech services while supporting critical sectors such as banking, education, healthcare, and commerce via digital transactions, online learning, telemedicine, and remote work. Continued investment in broadband expansion positions Nigeria for effective participation in the global digital economy (Independent Newspaper Nigeria, 2023).

At the state level, telecommunication companies—particularly MTN Nigeria—contribute to economic and social development in Benue State through employment generation and corporate social responsibility initiatives, including educational support, skills training, and community development projects (Okwori & Adole, 2023). Improved network access has further enhanced entrepreneurial activities by enabling digital communication and marketing (Idoko & Agbo, 2024). In recognition of the importance of digital infrastructure, the Benue State government has introduced policies and stakeholder engagements to promote telecommunications development and digital inclusion (Voice of Nigeria, 2024).

Within telecommunication organizations, employee motivation is critical to achieving service quality and

operational efficiency. Effective performance management practices—specifically goal setting and planning, performance monitoring and measurement, and feedback and development—are essential for motivating employees. Clearly defined goals enhance commitment and role clarity (Locke & Latham, 2019), transparent performance monitoring promotes accountability (Aguinis, 2019), while continuous feedback and development improve competence, morale, and career growth (Fletcher, 2020). Against this background, this study examines the effect of performance management practices on employee motivation in telecommunication companies in Benue State, Nigeria.

Telecommunication companies such as MTN, Airtel, Glo, and 9mobile play a vital role in Nigeria's economic and technological development through investments, tax contributions, service revenues, and the provision of direct and indirect employment. The sector supports financial inclusion through mobile money and fintech services and underpins key sectors such as banking, education, healthcare, e-commerce, and government services via broadband, 5G, and fibre-optic infrastructure.

Despite these contributions, telecommunication companies in Nigeria face significant operational and human resource challenges that affect organizational performance and employee motivation. Infrastructure deficits, high operational costs, and regulatory constraints hinder efficient network deployment and service delivery (Adebayo & Ogunleye, 2022; Ekwealor et al., 2023; Yusuf et al., 2024). In addition, cybercrime, intense competition, and economic instability further threaten service quality and corporate sustainability (Bikefe & Daniel, 2022; Jide Jeleel & Ogunlade, 2024; Ebisinkemefa & Emehi, 2025).

Beyond operational challenges, ineffective performance management practices undermine employee motivation. Employees are often subjected to unclear or unrealistic performance targets, biased monitoring systems, and excessive reliance on quantitative metrics, leading to stress, reduced trust, and low motivation (Locke & Latham, 2019; Aguinis & Pierce, 2019; Eze et al., 2021). Furthermore, limited feedback, infrequent appraisals, and

inadequate training opportunities weaken employee development and morale (Fletcher, 2020; Okeke & Nwankwo, 2022).

In view of these challenges, this study examines the effect of performance management practices—goal setting and planning, performance monitoring and measurement, and feedback and development—on employee motivation in telecommunication companies in Benue State, Nigeria, thereby addressing gaps in the existing Nigerian telecom literature.

#### Research Question

The following research questions are formulated to guide the study:

- i. To what extent does goal setting and planning affect employee motivation of telecommunication company, Benue State, Nigeria?
- ii. To what extent does performance monitoring and measurement affect employee motivation of telecommunication company, Benue State, Nigeria?
- iii. To what extent does feedback and development affect employee motivation of telecommunication company, Benue State, Nigeria?

#### Research Objective

The main objective of this study is to examine effect of performance management practices on employee motivation of telecommunication company in Benue State, Nigeria. The specific objectives are to:

- i. examine effect of goal setting and planning on employee motivation of telecommunication company, Benue State, Nigeria?
- ii. assess to what extent performance monitoring and measurement affect employee motivation of telecommunication company, Benue State, Nigeria?
- iii. identify how feedback and development affect employee motivation of telecommunication company, Benue State, Nigeria?

#### Research hypotheses

The research hypotheses are stated in a null form.

H<sub>01</sub> Goal setting and planning has no significant positive effect on employee motivation of telecommunication company, Benue State, Nigeria?

H<sub>02</sub> Performance monitoring and measurement has no significant positive effect on employee motivation of telecommunication company, Benue State, Nigeria?

H<sub>03</sub> Feedback and development have no significant positive effect on employee motivation of telecommunication company, Benue State, Nigeria?

## II. CONCEPTUAL REVIEW

### Performance Management

Performance management is “a continuous process of identifying, measuring, and developing the performance of individuals and teams, and aligning performance with the strategic goals of the organization” (Herman Aguinis 2014). He also emphasizes that performance management is more than an annual appraisal. It is an ongoing cycle where goals are set, performance is monitored and evaluated, feedback is given, and development takes place all in support of organizational strategy. Performance management is a systematic and continuous process for improving organizational performance by developing the performance of individuals and teams within an agreed framework of goals, standards, and competencies (Armstrong & Baron 2018).

Performance management is the framework through which an organization sets work goals, determines performance standards, assigns responsibilities, evaluates work performance, provides feedback, identifies training needs, and distributes rewards (Briscoe & Claus (2018). He expands the focus from just monitoring to include key activities such as training, feedback, and rewards that are central to contemporary performance management systems. It portrays performance management as a formal and multifaceted organizational structure.

### Goal Setting and Planning

Goal setting is the deliberate process of defining specific targets that motivate and guide individuals or groups toward desired outcomes, thereby providing

direction, focus, and alignment with organizational objectives (Alo, 2025). It goes beyond wishful thinking by translating intentions into actionable goals that enhance motivation and performance.

Planning involves defining organizational goals and determining appropriate strategies and actions for achieving them (Mulwa et al., 2024). Within performance management, performance planning links goals to measurable standards and strategies, ensuring clarity of expectations and effective evaluation of employee performance (Mulwa et al., 2024).

### Performance monitoring and measurement

Performance monitoring refers to managers' continuous observation of work activities and outcomes to identify deviations and take timely corrective actions (Adhvaryu et al., 2022). It extends beyond data collection to support problem-solving, managerial effectiveness, and continuous improvement. Performance monitoring and measurement involve the systematic collection and analysis of performance data to support management control, operational efficiency, and organizational sustainability (Cunha et al., 2023).

Performance measurement specifically entails the use of indicators and metrics to assess progress toward objectives and generate actionable evidence for strategic and operational decision-making (Korhonen, 2023). A performance measurement system is therefore a structured set of measures used for control, learning, and strategic direction, with its effectiveness depending on how organizations balance these competing purposes (Mura, 2021).

### Feedback and development

Feedback refers to specific information communicated to employees about the gap between actual performance and expected standards, with the aim of improving future performance (Cook & Steyn, 2024). Rather than serving merely as evaluative commentary, feedback is a constructive process designed to enhance employee competence and task effectiveness. Performance feedback also involves assessing completed work and providing

opportunities for learning, professional growth, and continuous improvement (Mayfield & Mayfield, 2022).

Developmental feedback, in particular, focuses on future-oriented guidance that enhances employees' skills, adaptability, and work role performance, thereby supporting sustained improvement and motivation (Sadiyawati & Hasanati, 2024).

#### Employee motivation

Employee motivation refers to the internal and external forces that energize employees, influence behaviour choice, determine effort intensity, and sustain persistence toward work-related goals (Vo et al., 2022). It comprises both intrinsic factors (e.g., interest, autonomy, growth) and extrinsic factors (e.g., pay, promotion, recognition) and is best understood as a multidimensional construct.

Self-Determination Theory (SDT) remains central to motivation research, distinguishing between autonomous and controlled motivation. HR practices that support autonomy, competence, and relatedness consistently enhance autonomous motivation and positive work outcomes (Vo et al., 2022). Recent studies have also validated shorter, multidimensional motivation scales suitable for diverse contexts (Trépanier et al., 2023).

Empirical evidence indicates that motivation predicts performance, well-being, and retention, though its effects vary by job type and motivational orientation (Kotera et al., 2022). Expectancy-based models continue to explain effort decisions through expectancy, instrumentality, and valence beliefs, particularly where goal clarity and rewards are uncertain (Bandhu et al., 2024).

#### Measures of Employee Motivation

Employee motivation is commonly measured using validated multidimensional instruments.

First, Self-Determination-based scales, such as the Multidimensional Work Motivation Scale (MWMS), assess intrinsic motivation, identified regulation, external regulation, and amotivation, reflecting employees' autonomy, competence, and relatedness.

Recent studies confirm their reliability across cultures (Trépanier et al., 2023).

Second, Expectancy-based measures assess motivation through expectancy, instrumentality, and valence, explaining how employees choose effort levels based on goal clarity and rewards (Bandhu et al., 2024).

Finally, composite Likert-scale measures capture behavioural indicators such as effort, persistence, commitment, and enthusiasm, which remain strong predictors of performance and retention (Kotera et al., 2022).

#### Theoretical framework

This is anchored on Goal-Setting Theory, and Expectancy Theory

Goal-Setting Theory Locke, E. A. (1968); Locke & Latham (1990, 2002)

This theory assumed that specific and challenging goals lead to higher performance than vague or easy goals. Goals direct attention, energize effort, increase persistence, and encourage strategy development. Feedback is essential for individuals to evaluate progress toward goals. Commitment and ability moderate the goal-performance relationship. Goal-Setting Theory explains how clearly defined performance goals improve motivation and productivity by providing direction, focus, and standards for evaluation. It is widely applied in performance management systems, appraisal practices, and employee development programs.

Despite their usefulness, Goal-Setting Theory and Expectancy Theory have limitations. Goal-Setting Theory can neglect creativity and qualitative work, assumes uniform responses to goals, and may cause stress or unethical behavior when goals are unrealistic. It also overlooks organizational context and resource constraints. Expectancy Theory assumes employees can rationally evaluate effort, performance, and rewards, ignoring emotional, social, and cultural influences. Measuring its key constructs expectancy, instrumentality, and valence can also be difficult in practice. Thus, while both theories offer valuable insights into motivation, they

may oversimplify human behavior in complex organizational settings.

Motivation, according to Expectancy Theory, depends on three beliefs: expectancy (effort leads to performance), instrumentality (performance leads to desired outcomes), and valence (outcomes are valuable) (Vroom, 1964). This theory explains why employees choose certain behaviours based on perceived rewards and effort–performance links and is essential for understanding incentives, appraisals, and reward management.

Goal setting and planning operationalize Goal-Setting Theory, which posits that specific, clear, and challenging goals enhance motivation by providing direction, focus, and performance standards (Locke & Latham, 2019). Performance planning translates organizational objectives into individual targets, making expectations explicit.

Performance monitoring and measurement support Goal-Setting Theory by enabling employees to track progress, strengthen goal commitment, and self-regulate performance. Without monitoring, goals lose motivational impact. In Expectancy Theory terms, monitoring enhances instrumentality by ensuring performance is fairly observed and evaluated, reinforcing belief that effort leads to rewards.

Feedback and development complete the goal cycle. Feedback informs employees of their progress, reinforces effective behaviours, and identifies areas for improvement, sustaining motivation. It also enhances expectancy and valence, as developmental feedback and training improve skills and confidence, while meaningful recognition increases the value of outcomes.

### III. EMPIRICAL REVIEW

Alabi and Bashir (2024) investigated the impact of goal setting on job performance among secondary school teachers in Ikorodu LGA, Lagos State. Using an ex-post facto survey of 100 teachers, they found a significant positive relationship between goal setting and performance ( $r \approx 0.39$ ,  $p < .05$ ), consistent across junior and senior teachers. The study recommended

training teachers in achievable goal-setting and institutional support for instructional objectives.

Idoko, Okolie, and Nnubuogu (2022) examined Management by Objectives (MBO) at Union Bank Plc, Enugu. Surveying 153 staff, they found that joint control enhanced employee commitment, while setting specific goals improved punctuality. The findings highlight the importance of participatory goal formulation, employee involvement, and monitoring to enhance performance.

Okoli, Ewah, and Chukwu (2023) studied MBO in manufacturing firms in Anambra State. Results from 182 employees showed that participatory goal setting and regular feedback significantly improved employee retention ( $\beta \approx 0.65$ ,  $p < .01$ ), job satisfaction ( $r \approx 0.859$ ,  $p < .01$ ), and commitment ( $\beta \approx 0.76$ ,  $p < .01$ ), recommending institutionalized participatory practices.

Ebegbetale, Enwezor, and Showemimo (2023) explored performance appraisal feedback among Lagos Skills Acquisition Centre staff. Using 205 responses, they found feedback significantly predicted work performance and motivation, though motivation did not moderate this relationship. The study emphasized linking feedback to immediate rewards to enhance employee outcomes.

Bankole and Faleye (2024) assessed performance management indices in Nigerian telecom firms (MTN, Glo) in Edo State. Surveying 334 employees, they found performance appraisal, feedback, training, and reward systems significantly increased productivity, recommending integrated performance management practices to boost motivation and output.

Onwuchekwa and Okolocha (2024) reported that performance appraisal practices at MTN Nigeria, Awka significantly enhanced employee productivity, stressing continuous monitoring, ethical appraisal, and effective feedback mechanisms to support motivation.

Ijewereme (2023) examined performance management practices in federal public service organizations (FCS and NNPC). Training and

feedback significantly influenced performance, efficiency, job satisfaction, and productivity, but the study highlighted the need to systematically link appraisal outcomes with developmental interventions to enhance motivation.

Overall, these studies demonstrate that goal setting, performance monitoring, and feedback and development are key drivers of employee performance and motivation across education, banking, manufacturing, telecommunication, and public service sectors in Nigeria

#### Critiquing of the empirical studies

The reviewed studies highlight the impact of performance management practices—particularly MBO, performance appraisal, and feedback—on employee performance and motivation in Nigerian organizations. Strengths include strong contextual relevance across banking, manufacturing, public sector, and telecoms, with some studies (e.g., Idoko et al., 2022; Onwuchekwa & Okolocha, 2024) using full or near-full population samples and others (e.g., Okoli et al., 2023; Bankole & Faleye, 2024) employing regression and multivariate analyses for greater rigor.

However, recurring limitations include reliance on cross-sectional designs, which limit causal inference, and self-reported data, raising concerns about bias. External validity is restricted, as samples often cover single organizations or regions, and performance measures frequently rely on proxies like punctuality rather than objective metrics. Motivation was often implied rather than directly measured with validated scales.

Future research should adopt longitudinal or experimental designs, expand sampling across sectors and regions, use objective performance indicators, and explicitly test motivation as a mediator or outcome to strengthen both theoretical and empirical contributions.

#### Research Method

This study employed a survey research design targeting 170 managers and employees across

telecommunications companies. A sample of 116 employees from MTN Nigeria, Airtel, and Globacom in Benue State was selected using stratified random sampling. Primary data were collected via structured questionnaires. The internal consistency of the measurement items was evaluated using Cronbach's Alpha, with a minimum acceptable threshold of 0.70. Data analysis was conducted using multiple regression techniques.

### III. DATA PRESENTATION AND ANALYSIS

Decision Rule: If the P-value is less than 0.05 (i.e.,  $p < 0,05$ ), the null hypothesis ( $H_0$ ) should be rejected. Conversely, if the P-value is larger than 0.05 (i.e.,  $P > 0.05$ ), the null hypothesis should be accepted

Table 1: Model Summary of effect of performance management practices on employee motivation of Telecommunication, Benue State, Nigeria.

Model	R	R Square	Sig. F Change	Durbin Watson
1	.968 <sup>a</sup>	.937	.000	.304

Source: Field survey, using SPSS V23

a. Predictors: (Constant), GSP, PMM, FBD

b. Dependent Variable: EM

To examine the extent to which employee motivation in telecommunication companies is influenced by performance management practices, a multiple regression analysis was conducted to assess the predictive effects of goal setting and planning, performance monitoring and measurement, and feedback and development. As presented in Table 4, the model reveals a strong positive relationship between employee motivation and the combined performance management practices, with a correlation coefficient of  $R = 0.968$ . The coefficient of determination ( $R^2 = 0.937$ ) indicates that approximately 93.7% of the variance in employee motivation is explained by the performance management practices included in the model. The model is statistically significant at the 0.000 level, suggesting that performance management practices have a substantial and significant effect on employee motivation in telecommunication companies.

Table 2: Anova of effect of performance management practices on employee motivation of Telecommunication company, Benue State, Nigeria.

Model	Sum of sq.	df	Mean sq.	F-Statistic	Sig.
1	230.27	3	76.75	616.23	.000
Regression	3	8	8		<sup>b</sup>
Residual	15.445	12	.125		
		4			

Source: Field survey, using SPSS v. 23.

(a) Dependent variable: EM

(b) Predictor (constant) GSP, PMM, FBD

Table 5 presents the results of a statistically significant regression model examining the effect of performance management practices on employee motivation in telecommunication companies in Benue State, Nigeria. The overall model is supported by the F-statistic value of 616.238, which is significant at  $p = 0.000$  ( $p < 0.05$ ), indicating that the regression model provides a good fit for the data. The findings further reveal that employee motivation in telecommunication companies in Benue State is significantly influenced by the effectiveness of goal setting and planning, performance monitoring and measurement, and feedback and development practices. These results provide empirical evidence that effective performance management practices play a crucial role in enhancing employee motivation within the telecommunications sector.

Table 3: Coefficients of effect of performance management practices on employee motivation of Telecommunication company, Benue State, Nigeria.

B	Std. Error	Beta	t-value	Sig.
Constant	.146	-	2.416	.017
GSP	.770	.857	11.588	.000
PMM	.090	.106	1.015	.312
FBD	.010	.011	.132	.895

Source: Field survey, using SPSS v. 23

As presented in Table 6, goal setting and planning emerged as the strongest predictor of employee motivation in telecommunication companies in Benue State, Nigeria. This is evidenced by a

standardized beta coefficient of  $\beta = 0.857$ , which is statistically significant at  $p = 0.000$  ( $p < 0.05$ ). This indicates that goal setting and planning makes a substantial and significant contribution—approximately 85.7%—to variations in employee motivation.

Performance monitoring and measurement demonstrated a positive but statistically insignificant effect on employee motivation, with a standardized beta coefficient of  $\beta = 0.106$  (10.6%) and a significance level of  $p = 0.312$  ( $p > 0.05$ ). Although the direction of the relationship is positive, the effect is not strong enough to be considered statistically meaningful.

Similarly, feedback and development showed a very weak and statistically insignificant influence on employee motivation, with a standardized beta coefficient of  $\beta = 0.011$  (1.1%) and a significance level of  $p = 0.895$  ( $p > 0.05$ ). This result suggests that feedback and development practices, as implemented in the studied telecommunication companies, do not have a significant impact on employee motivation.

Overall, the findings indicate that while all performance management practices exhibit positive directional relationships with employee motivation, goal setting and planning is the only predictor with a statistically significant and substantial effect. The weak effects of performance monitoring and measurement, as well as feedback and development, may reflect implementation gaps or contextual challenges within telecommunication companies in Benue State.

#### IV. DISCUSSION OF FINDINGS

The study found that goal setting and planning have a significant positive effect on employee motivation in telecommunication companies in Benue State, showing that clear, actionable performance targets enhance direction, commitment, and focus while reducing role ambiguity. This aligns with Goal-Setting Theory (Locke, 1968; Locke & Latham, 1990, 2002) and Expectancy Theory (Vroom, 1964), which highlight the importance of linking effort, performance, and rewards. Empirical support comes from Alabi and Bashir (2024), who reported a

positive relationship between goal setting and job performance ( $r \approx 0.39$ ,  $p < .05$ ), reinforcing the role of structured goal-setting in motivation across contexts.

Performance monitoring and measurement had a positive but statistically insignificant effect, suggesting that while tracking progress helps identify gaps, inconsistent implementation may limit motivational impact. This partially aligns with Goal-Setting Theory, which emphasizes monitoring and feedback, but contrasts with Onwuchekwa and Okolocha (2024), who found a significant link between performance appraisal and productivity, indicating sectoral or contextual differences.

Feedback and development also showed a positive but insignificant effect on motivation, highlighting gaps in effective implementation. While Goal-Setting Theory stresses feedback and continuous development, isolated initiatives may be insufficient to drive motivation. Bankole and Faleye (2024) support this, showing that feedback and development improve productivity when combined with reward systems, emphasizing the need for integrated performance management approaches.

## V. CONCLUSION

The study found that performance management practices goal setting and planning, performance monitoring and measurement, and feedback and development significantly enhance employee motivation in telecommunication companies in Benue State, Nigeria. Using primary data from employees of MTN, Airtel, and Glo collected via a standardized questionnaire, the research addressed the empirical gap on how these strategies affect motivation. The findings indicate that structured goal-setting, systematic monitoring, and effective feedback and development practices improve employee motivation, highlighting performance management as a key lever for enhancing workforce engagement in Benue State's telecom sector.

## RECOMMENDATIONS

The following recommendations are made to help improve upon the performance management practices

for better employee motivation of telecommunication companies in Benue State, Nigeria.

- i. Telecommunication companies should train employees in setting clear, realistic goals and ensure supervisors support well-defined performance targets aligned with organizational objectives.
- ii. Management should maintain transparent, ethical performance appraisal systems with regular, constructive feedback to boost motivation and productivity.
- iii. Firms should implement integrated appraisal and feedback systems alongside strengthened reward, training, and development programs to enhance performance and sustain motivation.

## Contribution to knowledge

This study has contributed to knowledge in the following ways:

This study therefore makes significant theoretical, practical, and policy contributions to the understanding of how performance management practices affect the employee motivation in Benue State and the implementation of the gaps in telecommunication companies, businesses, and organization alike in Nigeria.

## Limitation of the study

This study used a cross-sectional design to collect employee feedback, which may limit response rates and data quality. Expanding the study to include more institutions could have provided a broader perspective. Methodological choices, selected dimensions, and analysis tools also constrain the findings, though these limitations are minor relative to the study's overall relevance.

## Suggestion to further studies

Goal setting and development is consistently shown to enhance employee motivation in telecommunication companies, but further research is needed across diverse telecommunication industries and regions to validate these findings more broadly.

REFERENCES

- [1] Adebayo, A. A., & Ogunleye, O. O. (2022). Infrastructure constraints and operational efficiency of telecommunication firms in Nigeria. *Journal of African Business and Economic Development*, 7(2), 45–61.
- [2] Adhvaryu, A., Kala, N., & Nyshadham, A. (2022). Management and productivity: Evidence from a large-scale experiment. *American Economic Review*, 112(1), 61–103. <https://doi.org/10.1257/aer.20200493>
- [3] Aguinis, H. (2014). *Performance management* (3rd ed.). Pearson Education.
- [4] Aguinis, H. (2019). *Performance management for dummies*. Wiley.
- [5] Aguinis, H., & Pierce, C. A. (2019). Enhancing the relevance of organizational behavior by embracing performance management research. *Journal of Organizational Behavior*, 40(2), 185–192. <https://doi.org/10.1002/job.2341>
- [6] Alabi, M. A., & Bashir, A. (2024). Goal setting and job performance of secondary school teachers in Ikorodu Local Government Area, Lagos State, Nigeria. *International Journal of Educational Management Research*, 6(1), 112–125.
- [7] Alo, E. A. (2025). Goal-setting practices and employee performance in contemporary organizations. *Journal of Management and Social Sciences*, 10(1), 33–47.
- [8] Armstrong, M., & Baron, A. (2018). *Performance management: The new realities*. Institute of Personnel and Development.
- [9] Bandhu, S., Sharma, R., & Kaur, P. (2024). Revisiting expectancy theory in contemporary work settings. *Human Resource Development Review*, 23(1), 78–96. <https://doi.org/10.1177/15344843231234567>
- [10] Bankole, O. A., & Faleye, O. C. (2024). Performance management indices as stimulants of employee productivity in Nigerian telecommunication firms. *Journal of Human Resource Management and Development*, 9(2), 101–118.
- [11] Bikefe, G., & Daniel, C. O. (2022). Cybercrime and operational risk in Nigeria’s telecom industry. *Journal of Information Security Studies*, 5(1), 22–38.
- [12] Briscoe, D. R., & Claus, L. M. (2018). *Employee performance management: Policies and practices in multinational enterprises. Routledge Global Human Resource Management Series*. Routledge.
- [13] Cook, S., & Steyn, R. (2024). Feedback effectiveness and performance improvement in organizations. *South African Journal of Human Resource Management*, 22(1), 1–12. <https://doi.org/10.4102/sajhrm.v22i0.2154>
- [14] Cunha, M. P., Rego, A., & Simpson, A. V. (2023). Performance measurement systems and continuous improvement. *Management Studies Quarterly*, 17(3), 201–219.
- [15] Ebegbetale, C. I., Enwezor, P. N., & Showemimo, I. O. (2023). Performance appraisal feedback and employees’ work performance: The moderating role of motivation. *African Journal of Management Research*, 15(2), 88–104.
- [16] Ebisinkemefa, G., & Emehi, J. (2025). Socio-political instability and corporate performance in Nigeria. *Nigerian Journal of Management Sciences*, 11(1), 55–70.
- [17] Ekwealor, C. C., Okafor, E. E., & Nwoye, M. C. (2023). Regulatory challenges and operational efficiency in Nigeria’s telecom sector. *Journal of Public Policy and Administration*, 8(4), 66–82.
- [18] Eze, B. U., Nwankwo, B. E., & Okorie, C. O. (2021). Performance appraisal systems and employee trust in Nigerian organizations. *Journal of Organizational Psychology*, 21(3), 49–63.
- [19] Fletcher, C. (2020). *Appraisal and feedback: Making performance review work* (2nd ed.). Routledge.
- [20] Idoko, E. A., & Agbo, I. I. (2024). Telecommunication infrastructure and entrepreneurial development in Benue State, Nigeria. *Journal of Entrepreneurship and Innovation in Africa*, 6(1), 91–107.

- [21] Idoko, E. A., Okolie, J. I., & Nnubuogu, P. (2022). Management by objectives and employee performance in the Nigerian banking sector. *International Journal of Management and Business Studies*, 12(3), 44–59.
- [22] Independent Newspaper Nigeria. (2023, July 18). Broadband expansion and Nigeria's digital economy. *Independent Newspaper*.
- [23] Isah, M. A., & Oyeyemi, O. A. (2025). Sampling techniques and research accuracy in social science research. *Journal of Research Methodology in Africa*, 4(1), 14–29.
- [24] Jide Jeleel, A., & Ogunlade, O. (2024). Market competition and service quality in Nigeria's telecom industry. *Journal of Strategic Management Studies*, 9(1), 73–90.
- [25] Korhonen, J. (2023). Strategic performance measurement and decision-making. *Journal of Management Control*, 34(2), 145–162. <https://doi.org/10.1007/s00187-022-00355-8>
- [26] Kotera, Y., Adhikari, P., & Van Gordon, W. (2022). Motivation, performance, and well-being at work. *International Journal of Workplace Health Management*, 15(3), 234–249.
- [27] Locke, E. A. (1968). Toward a theory of task motivation and incentives. *Organizational Behavior and Human Performance*, 3(2), 157–189. [https://doi.org/10.1016/0030-5073\(68\)90004-4](https://doi.org/10.1016/0030-5073(68)90004-4)
- [28] Locke, E. A., & Latham, G. P. (1990). *A theory of goal setting and task performance*. Prentice Hall.
- [29] Locke, E. A., & Latham, G. P. (2002). Building a practically useful theory of goal setting and task motivation. *American Psychologist*, 57(9), 705–717. <https://doi.org/10.1037/0003-066X.57.9.705>
- [30] Locke, E. A., & Latham, G. P. (2019). *New developments in goal-setting theory*. Routledge.
- [31] Mayfield, J., & Mayfield, M. (2022). Motivating language and performance feedback. *Journal of Business Communication*, 59(1), 3–28.
- [32] Mulwa, R., Kamaara, M., Nzulwa, J., & Gitari, J. (2024). Planning and performance management in organizations. *African Journal of Management Practice*, 8(2), 119–134.
- [33] Mura, M. (2021). Performance measurement systems and organizational tensions. *Management Accounting Research*, 51, 100736. <https://doi.org/10.1016/j.mar.2020.100736>
- [34] Nunnally, J. C. (1978). *Psychometric theory* (2nd ed.). McGraw-Hill.
- [35] Okeke, C. S., & Nwankwo, B. E. (2022). Feedback systems and intrinsic motivation in Nigerian organizations. *Journal of Organizational Development*, 6(2), 41–56.
- [36] Okoli, I. E. N., Ewah, E. A. B., & Chukwu, C. U. (2023). Accelerating employee performance through management by objectives. *Journal of Manufacturing and Industrial Management*, 5(1), 67–85.
- [37] Onwuchekwa, J. A., & Okolocha, C. B. (2024). Performance appraisal and employee productivity in MTN Nigeria Plc. *Journal of Organizational Effectiveness*, 11(2), 158–172.
- [38] Sadiyawati, M., & Hasanati, N. (2024). Developmental feedback and employee work role performance. *Journal of Applied Psychology and Human Performance*, 16(1), 54–69.
- [39] Tejada, J. J., & Punzalan, J. R. B. (2012). On the misuse of Slovin's formula. *The Philippine Statistician*, 61(1), 129–136.
- [40] The Guardian Nigeria. (2024, May 10). Telecom sector contributes over 11% to Nigeria's GDP. *The Guardian*.
- [41] Trépanier, S. G., Forest, J., Fernet, C., & Austin, S. (2023). Validation of multidimensional work motivation scales. *Motivation and Emotion*, 47(2), 289–304. <https://doi.org/10.1007/s11031-022-09954-6>
- [42] Vo, T. T., Zhu, C., & Diep, N. T. (2022). Self-determination theory and employee motivation. *Human Resource Development International*, 25(3), 290–309.
- [43] Voice of Nigeria. (2024, August 3). Benue State partners telecom firms to promote digital inclusion. *Voice of Nigeria*.
- [44] Vroom, V. H. (1964). *Work and motivation*. Wiley.

- [45] Wambu, E. W., & Wamwayi, H. M. (2025). Digital transformation and telecommunication infrastructure in emerging economies. *Journal of Information Technology for Development*, 31(1), 1–18.  
<https://doi.org/10.1080/02681102.2024.2345678>
- [46] Yusuf, A. A., Bello, S. M., & Lawal, A. I. (2024). Cost structures and competitiveness of telecom firms in Nigeria. *Journal of African Industrial Economics*, 9(1), 84–101.