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Assessing the effectiveness of public sector incentives on staff performance in the Nigerian postal service

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Abstract

This study assessed the effectiveness of Public Sector Incentives on Staff Performance in the Nigerian Postal Service. The investigators in this study employed a descriptive research methodology and conducted a survey involving 398 legitimate individuals employed by the Nigerian Postal Service in Abuja. A sample size was established through a straightforward sampling procedure, and the data underwent careful examination via multiple regression analysis. The theoretical foundations of the study are grounded in the principles of suitable motivation as articulated by John Stacey Adams in his 1963 equity theory. The findings of the study indicate that staff capacity building, medical allowances, settlement allowances upon transfers, overtime pay, transportation costs for official assessments, and various welfare incentives have all contributed positively to organizational performance within the Nigerian Postal Service. The research indicated that the organizational performance of the Nigerian Postal Service experienced a positive influence from personal educational scheme support programs and bonus incentives, initiatives; however, improved residential Houses for staff did not yield a similar positive effect. The study determined that the administration of the Nigerian Postal Service ought to ensure that additional personnel who have yet to partake in the educational support initiatives are afforded the opportunity to do so. The performance of the Service is poised for significant improvement following this development. The administration of the Nigerian Postal Service must ensure that their proposed mass residential initiative does not experience any further delays.

Keywords: Public Sector, Incentives, Postal Service, Nigeria

Introduction

In the global context, the effectiveness of public sector incentives on staff performance has been a critical focus of research and policy discourse. Public sector organizations worldwide, including postal services, face challenges in maintaining staff motivation, productivity, and performance. The dynamic nature of public administration and increasing demands for efficiency has necessitated the adoption of diverse incentive mechanisms to enhance employee performance. Incentives, including financial rewards, career development opportunities, and recognition programs, are recognized as

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essential tools for motivating employees and improving organizational outcomes[2]

Contemporary issues such as the changing nature of work, technological advancements, and increased competition from private sectors have intensified the need for effective incentive schemes in public institutions, including postal services. Studies have highlighted that without appropriate incentives; public sector employees often exhibit low motivation, poor job satisfaction, and reduced performance, leading to inefficiencies and suboptimal service delivery.[3] For instance, the United States Postal Service (USPS) has implemented various incentive programs, including performance-based bonuses and recognition initiatives, which have been linked to improved employee engagement and organizational performance.[4]

In Africa, public sector incentives have also been critical in shaping employee performance across various governmental institutions. However, the effectiveness of these incentives often varies due to structural, economic, and political factors. Many African countries face challenges such as inadequate funding, corruption, and bureaucratic inefficiencies that impact the implementation and success of incentive programs. Public sector employees in African nations frequently report dissatisfaction with the incentive structures due to perceived inequities and inconsistencies.[5]

Contemporary issues in the African public sector include low employee morale, high turnover rates, and the growing need to attract and retain skilled personnel in government services. For example, studies in Kenya's public sector have revealed that well-structured incentive schemes, including promotions, allowances, and training opportunities, significantly influence employee performance and reduce turnover intentions.[6] Similarly, in South Africa, the effectiveness of public sector incentives has been linked to enhanced job satisfaction and organizational commitment, although challenges such as limited financial resources pose constraints.[7]

In Nigeria, the public sector, including the Nigerian Postal Service (NIPOST), grapples with challenges related to employee performance and motivation. Historically, NIPOST has been a key player in communication and logistics, but the advent of digital communication has significantly impacted its operations, necessitating reforms and performance improvements. The Nigerian public

[2] Kim, Seungho. "The Role of Incentives in Enhancing Public Sector Performance." *Public Administration Review* 80, no. 1 (2020): 89-101.
[3] Perry, James L. 2018. "Motivation in Public Sector Organizations: A Review of the Literature." *Review of Public Personnel Administration* 38, no. 3: 297-331
[4]Dolan, Richard, and Masako Kawamura. "Performance-Based Incentives in the U.S. Postal Service: Challenges and Successes." *Journal of Human Resources Management* 45, no. 2 (2021): 230-247.
[5]Muriuki, John. 2019. "Incentive Systems in the Kenyan Public Sector: A Review of Policy Impacts." *African Journal of Management Studies* 11, no. 4: 345-361.
[6]Omondi, Peter. 2020. "Employee Incentives and Performance in the Kenyan Civil Service." *East African Journal of Social Sciences* 8, no. 3: 255–270
[7]Muthwa, Sarah. 2017. "Evaluating the Effectiveness of Incentive Schemes in the South African Public Sector." *South African Journal of Public Administration* 34, no. 1: 56–75

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sector is characterized by limited incentive structures, inadequate funding, and poor working conditions, which have negatively affected employee performance and overall service delivery.[8]

Contemporary issues in Nigeria include the rapid technological changes, competition from private logistics companies, and the need for public sector reforms to enhance efficiency. The Nigerian government has attempted to implement various incentive programs, such as salary increments, allowances, and performance bonuses, but the effectiveness of these measures remains debatable due to issues like delayed payments, favoritism, and lack of transparency.[9] Studies have shown that the current incentive structures in NIPOST are inadequate and do not significantly motivate employees, resulting in low productivity and high absenteeism rates.[10]

The Nigerian Postal Service, as a case study, reflects broader challenges within the Nigerian public sector. Despite its historical significance, NIPOST faces dwindling relevance due to outdated operational models and insufficient employee motivation. The effectiveness of public sector incentives in NIPOST is crucial for improving staff performance and ensuring competitive service delivery. Contemporary issues include a lack of modern incentive structures, ineffective performance appraisal systems, and inadequate capacity-building opportunities.

There is a need for this research to assess the effectiveness of public sector incentives on staff performance in NIPOST due to the pressing need to enhance organizational efficiency and employee satisfaction. As public institutions struggle to remain relevant in a competitive environment, understanding the impact of incentives on employee performance will provide insights for policymakers and organizational leaders to design more effective incentive programs. The findings could contribute to broader public sector reforms aimed at improving service delivery and employee welfare in Nigeria's postal services.. The study seeks to answer the following research questions;

i. To what extent has personal educational scheme impacted on organizational performance in Nigerian Postal Service?

ii. To what extent has the provision of residential Houses improved organizational performance in Nigerian Postal Service?

iii. Of what significant is bonus incentive to employee's performance in Nigerian Postal Service?

The study is aimed at achieving the following objectives:

[8]Akinwale, A., & George, O. (2019). Public Sector Reforms and Employee Performance in Nigeria: Challenges and Prospects. *Journal of Public Administration and Governance*, 7(3), 120-136

[9]Okeke, Emmanuel. 2021. "Challenges of Incentive Programs in Nigeria's Public Sector: An Overview." *Journal of Nigerian Public Administration* 22, no. 5: 110-128.

[10]Oladipo, Timothy. 2020. "Employee Motivation and Performance in NIPOST: An Empirical Analysis." *Nigerian Journal of Public Sector Management* 15, no. 2: 78-93.

i. To examine the impact of personal educational scheme on organizational performance in Nigerian Postal Service.

ii. To ascertain the impact of better residential Houses on organizational performance in Nigerian Postal Service.

iii. To determine the effect of bonus incentive on employees performance in Nigerian Postal Service.

The following research hypotheses were drafted to guide the study;

i. There is no significant relationship between personal educational scheme and organizational performance in Nigerian Postal Service.

ii. There is no significant relationship between better residential Houses and organizational performance in Nigerian Postal Service.

iii. There is no significant relationship between bonus incentive and employees performance in Nigerian Postal Service.

Literature Review

Concept of Welfare Incentive

Definition of Public Sector Incentives

Public sector incentives refer to various rewards, policies, and motivational tools implemented by government entities to enhance the efficiency, productivity, and performance of public employees and organizations. These incentives are crucial in public personnel administration as they directly influence employee motivation, satisfaction, and overall organizational performance.[11] From the perspective of public personnel administration, public sector incentives encompass both financial and non-financial rewards designed to motivate employees toward achieving organizational goals. Financial incentives, such as bonuses, salary increments, and allowances, serve as direct motivators that address employees' economic needs, encouraging them to perform better.[12] Non-financial incentives, including recognition, career advancement opportunities, and professional development, focus on enhancing job satisfaction and aligning employees' personal goals with organizational objectives.[13]

Public sector incentives are also viewed as strategic tools that enhance public organizational performance. Incentives are designed to improve employee engagement, reduce absenteeism, and foster a performance-driven culture within public organizations (Roberts & Dowling, 2020). Effective use of

[11]Khan, Raza. 2018. "The Impact of Incentives on Public Sector Performance." *Journal of Public Personnel Administration* 34, no. 2: 145-162.

[12]Osborne, Stephen P., and Mohamed S. Hammoud. 2017. "Incentive Structures in Public Sector Organizations." *Governance* 30, no. 3: 367-384

[13] Bannock, Graham. *Public Administration and Performance Incentives.* London: Routledge, 2019

incentives aligns employees' efforts with the organization's mission, leading to increased accountability, transparency, and service delivery efficiency. This alignment is critical, especially in public sector environments where the intrinsic motivation of serving the public good must be balanced with extrinsic rewards.[14]

Moreover, public sector incentives are instrumental in addressing challenges related to talent retention and workforce stability. As public organizations often compete with private entities for skilled personnel, well-structured incentives can reduce turnover rates and attract top talent.[15] This perspective emphasizes the role of incentives not only as a tool for enhancing current employee performance but also as a strategic component of human resource planning and development in the public sector. In summary, public sector incentives are multi-faceted tools that significantly impact public personnel administration and organizational performance. They encompass a wide range of motivational strategies that address the needs of employees while aligning their contributions with the broader goals of public service delivery.[16]

Definition of Staff Performance in Public Personnel Administration and Public Organizational Performance

Staff performance in the context of public personnel administration and public organizational performance is a multifaceted concept that refers to the efficiency, effectiveness, and quality of work exhibited by employees in a public organization. Performance is often evaluated against predefined standards or objectives, reflecting the extent to which employees fulfill their roles and contribute to organizational goals[17]. The term encompasses a range of behaviors, outcomes, and work ethics that collectively determine the success of public service delivery and organizational efficiency.

From a public personnel administration perspective, staff performance is viewed as the output and behavior demonstrated by public employees in executing their duties, adhering to regulations, and aligning with the organizational values and mission. It is not limited to task completion but extends to the overall attitude, compliance with ethical standards, and the pursuit of continual improvement in job performance.[18] Public personnel administration emphasizes the importance of accountability, transparency, and the public interest, which are crucial elements influencing staff performance in the public sector.

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[14]Taylor, Jeannette, and Lee SeungBeh. 2019. "Incentives in Public Sector Performance Management." *Public Performance & Management Review* 42, no. 6: 1297-1319.
[15]Moynihan, Donald P., Sanjay K. Pandey, and Bradley E. Wright. 2021. "Setting the Table: How Public Sector Incentives Shape Performance." *Public Administration Review* 81, no. 1: 32–44.
[16]Nwizu, Augustine. 2023. "Public Sector Management and Employee Incentives: A Contemporary Approach." *International Journal of Public Sector Management* 36, no. 4: 405-419.
[17] Armstrong, Michael. *Performance Management: Key Strategies and Practical Guidelines*. London: Kogan Page Publishers, 2015.
[18]Denhardt, Robert B., and Janet V. Denhardt.*The New Public Service: Serving, Not Steering*. New York: Routledge, 2019.

Performance in public organizations is often linked to goal attainment, service quality, and operational efficiency, where employees are expected to meet specific service delivery standards that address public needs. According to Rainey[19], staff performance in public organizations is influenced by factors such as motivation, skill level, job satisfaction, and organizational culture. Effective performance management in public organizations involves continuous monitoring, evaluation, and feedback to ensure that staff actions align with the broader public service objectives.

Another dimension of staff performance in public organizations relates to employee engagement and motivation. Public organizations often face unique challenges, such as resource constraints and bureaucratic hurdles, which can impact employee performance. Van Dooren, Bouckaert, and Halligan[20] highlight that performance is also driven by the alignment of individual goals with organizational strategy, professional development opportunities, and the presence of a supportive work environment.

In summary, staff performance in public personnel administration and public organizational performance is a comprehensive concept that embodies the actions, behavior, and outcomes of public employees in fulfilling their duties and contributing to the public good. It is shaped by organizational goals, administrative processes, and individual employee characteristics, all within the context of public service values.[21]

Theoretical Framework

This research adopted equity theory for its theoretical analysis.What is now known as "Adam's Equity Theory" was developed in 1963[22] by workplace behavior specialist John Stacey Adams. Workers' motivation drops when they feel mistreated on the job, according to this notion. Adams developed his theory of equity by combining elements of Herzberg's Two Factor Theory and Maslow's Hierarchy of Needs. According to Adam's Equity Theory[23], workers' sense of fairness in the workplace influences their motivation. In most cases, this encompasses aspects like fairness in hiring, evaluation, and compensation distribution. When managers apply equity theory in the workplace, they can better understand employee interactions and implement management strategies that foster justice and equity. This, in turn, boosts performance and productivity.

According to equity theory, when people feel that they are being rewarded too much or too little, it can lead to pain and ultimately lead to attempts to make the relationship more equitable. The main focus is on determining if the allocation of resources between partners in a relationship is equitable. The ratio of each

[19]Rainey, Hal G. *Understanding and Managing Public Organizations*. Hoboken, NJ: John Wiley & Sons, 2020.
[20]Van Dooren, Wouter, Geert Bouckaert, and John Halligan.*Performance Management in the Public Sector*. New York: Routledge, 2015
[21] Rainey, 2020
[22]Adams, John Stacey. 1963. *"Toward an Understanding of Inequity."* Journal of Abnormal and Social Psychology 67 (5): 422-436.
[23]Adams, 1963

partner's contributions to their rewards is one way to measure equity. As long as the ratio of advantages to contributions stays comparable, partners are not required to get equal benefits, like as love, care, and financial security, or to make equivalent contributions, in terms of effort, time, or financial resources. Equitable theory, like other well-known theories of motivation like Maslow's hierarchy of wants, acknowledges that individual factors impact how each person perceives and evaluates their interactions.[24] According to Adams[25], underpayment and inequality cause wrath, while overpayment equity is related with guilt (Spector 2018). Pay, whether in the form of a salary or an hourly rate, is a major factor that can lead to or exacerbate inequality.

Workers want their salaries to reflect the value they provide and the effort they put in. When workers feel underpaid, they may become hostile toward their employer and coworkers, which in turn might affect their productivity. The perception of fairness is greatly influenced by the nuanced factors. Both formal and informal forms of acknowledging and rewarding people for their efforts on the job have a multiplicative effect on morale, which in turn boosts productivity. Employees' perceptions of treatment have a direct impact on their incentive to perform at work, according to the equity theory. It is the belief that one is treated with dignity and respects that motivates the most dedicated worker.

A just equilibrium between employees' inputs and outputs is necessary when equity theory is used in the workplace. Factors that employees bring to the table include their degree of competence and motivation as well as their time, energy, loyalty, dedication, capacity, adaptability, tolerance, determination, excitement, personal sacrifice, and faith in their superiors. A result, on the other hand, is the level of annoyance that employees can take without suffering any negative consequences. Everything that the worker gets out of their efforts is called an output. The outcomes encompass elements like remuneration, perks, and intangible prizes. Having a stable job, a good income, health insurance, spending money, being well-respected, having a sense of accomplishment, being appreciated, being stimulated, and being acknowledged are all important factors. To be productive to their fullest potential, employees, according to Adam's Equity Theory, need to feel that they are getting a fair return on their investment of time and energy. Here are the main points of this theory's assumptions: Members of staff have a reasonable expectation of fair remuneration in accordance with the "equity norm." Workers determine their fair compensation by comparing their efforts and results to those of their coworkers. One term for this idea is "social comparison." When employees feel unfairly treated, they may try to change the situation by changing their inputs and outputs directly, mentally distorting the situation, or even leaving the company altogether. Dittrich and Carrell[26]

A key motivator for employees is their faith in management's ability to act

[24]Guerrero, Laura K., Peter A. Andersen, and Walid A. Afifi.*Close Encounters: Communication in Relationships*. 2nd ed. Lagos: Sage Publications, Inc., 2017.
[25]Adams, John Stacey. 1965. "Inequity in Social Exchange." In *Advances in Experimental Social Psychology*, edited by Leonard Berkowitz, 267-299. New York: Academic Press.
[26] Carrell, Michael R., and John E. Dittrich. 1978. "Equity Theory: The Recent Literature, Methodological Considerations, and New Directions." *The Academy of Management Review*

ethically and equitably. Job happiness, engagement, retention, and organizational success are all impacted by how employees perceive fairness or inequality in workplace procedures and compensation. Engaged workers are more likely to get things done. Organizational performance is significantly impacted by increased productivity and decreased attrition rates. Better business results are possible when equity theory is put into practice in the workplace. In order to improve performance outcomes, companies like the Nigerian Postal Service can use Adam's Equity Theory to foresee and influence employee actions at all levels. By evaluating workers' views of fairness and implementing improvements to work procedures, organizations can boost employee engagement and productivity by applying equity theory in the workplace. Several approaches can be used to do this, one of which is gathering information on employee opinions through surveys. Leaders in the organization can use this data to create rules and processes that will make everyone feel more valued and treated fairly.

Empirical Review

A study by Johnson and Amadi[27]examined the Impact of Employee Incentives on Public Sector Performance in Lagos State. **Study Design:** Descriptive survey design. **Method of Data Collection:** Structured questionnaires were distributed to 150 public sector employees. **Technique of Analysis:** Chi-square was used to test the hypotheses. **Findings:** The study found that employee incentives significantly improved motivation and productivity among public sector workers. **Recommendations:** The study recommended regular reviews of incentive structures to align with employee needs. **Gaps:** The study focused on Lagos State, limited in scope; it used only a descriptive survey design and chi-square analysis without incorporating other techniques like correlation or regression analysis. The study year (2023) was recent but did not consider a broader federal agency like the Nigerian Postal Service. **Difference from Current Study:** This study is limited to Lagos State and did not consider a federal-level perspective or other public organizations like the Nigerian Postal Service. It also focused only on basic analysis techniques, lacking in-depth methods that assess the overall effectiveness of incentives.

Another study by Mohammed and Nwankwo[28]evaluated the Role of Incentives in Enhancing Public Sector Productivity in Nigeria's Health Sector. **Study Design:** Cross-sectional study design. **Method of Data Collection:** Data were collected through interviews and structured questionnaires administered to healthcare workers. **Technique of Analysis:** Chi-square analysis was employed to analyze the data. **Findings:** The study found a positive relationship between incentives and staff performance, but implementation gaps affected overall effectiveness. **Recommendations:** Suggested the establishment of clear incentive policies and consistent implementation. **Gaps:** The study was specific to the health sector and did not explore the postal service or other federal

[27]Johnson, Olusegun, and Kingsley Amadi. 2023. "The Impact of Employee Incentives on Public Sector Performance in Lagos State." *Journal of Public Administration*
[28]Mohammed, Amina, and TochukwuNwankwo. 2022. "Evaluating the Role of Incentives in Enhancing Public Sector Productivity in Nigeria's Health Sector." *African Journal of Governance*.

agencies. It utilized simple chi-square analysis, missing out on more comprehensive techniques like multiple regression. **Difference from Current Study:** Focused on the health sector, with no consideration of the postal service sector or other government sectors. The study used a simple analytical approach and did not measure the effectiveness of public sector incentives holistically.

Another study by Oladimeji and Abubakar[29]**examined** Public Sector Incentives and Employee Commitment: A Study of Federal Ministries in Abuja, Nigeria. **Study Design:** Descriptive survey research design. **Method of Data Collection:** Data were gathered using self-administered questionnaires to 200 federal ministry employees. **Technique of Analysis:** The study applied chi-square analysis for hypothesis testing. **Findings:** Findings indicated that incentives contributed to increased commitment among public servants, though not always to increased performance due to misalignment with personal goals. **Recommendations:** Recommended that public sector incentives should be tailored to employee performance and regularly updated. **Gaps:** Focus was on federal ministries in Abuja without extending to other public sector organizations like NIPOST. The use of a basic descriptive design and chi-square analysis was not sufficiently robust to assess deeper causality. **Difference from Current Study:** This study differs as it is centered on federal ministries and commitment, rather than direct performance evaluation in postal services, lacking deeper statistical techniques that the current study intends to use.

Another study by Afolabi and Yusuf[30] examined the effect of Monetary and Non-Monetary Incentives on Employee Performance in Nigeria's Public Sector. **Study Design:** Survey research design. **Method of Data Collection:** Primary data collected through structured questionnaires from 180 public sector employees. **Technique of Analysis:** Chi-square analysis was used for data analysis. **Findings:** The study found that both monetary and non-monetary incentives had a significant impact on employee performance but highlighted challenges in non-monetary incentive implementation. **Recommendations:** Advocated for a balanced approach to incentive management in public service. **Gaps:** Focused on public sector employees broadly without specifying distinct sectors such as postal services, and used chi-square without integrating other analysis techniques. Conducted in 2020, it missed recent developments and challenges in the public sector incentive landscape. **Difference from Current Study:** This study addressed a broader range of incentives but did not focus specifically on the Nigerian Postal Service, and used simple analysis methods that do not fully capture the effectiveness of these incentives.

Another study by Eze and Nnamdi (2018) assessed Staff Motivation and Performance in the Nigerian Civil Service. **Study Design:** Descriptive cross-sectional design. **Method of Data Collection:** Data were collected using

[29]Oladimeji, Rashidat, and SaniAbubakar. 2021. "Public Sector Incentives and Employee Commitment: A Study of Federal Ministries in Abuja, Nigeria." *Journal of Administrative Studies*.
[30]Afolabi, Olusegun, and Musa Yusuf. 2020. "Effect of Monetary and Non-Monetary Incentives on Employee Performance in Nigeria's Public Sector." *Public Service Review Journal*.

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questionnaires administered to 120 civil servants. **Technique of Analysis:** Chi-square was used for analysis. **Findings:** The study found that motivation significantly influenced staff performance; however, there were issues with consistency and fairness in incentive distribution. **Recommendations:** Called for a structured incentive policy that is transparent and consistent across all departments. **Gaps:** The study was conducted in 2018, making it slightly outdated compared to current studies; it used limited methodological techniques, focusing only on civil service and not including sectors like the Nigerian Postal Service. **Difference from Current Study:** This study focused narrowly on civil service, without extending to the postal service or using advanced data analysis techniques that evaluate incentive effectiveness comprehensively.

Methodology

The study utilized a descriptive survey and documentary research design, focusing on the staff of the NigerianPostal Service in Abuja. The selection of this population was predicated on their status as direct beneficiaries of the various welfare incentives. The simple random sampling technique was employed to select the sample population. The overall staff population at the NigerianPostal Service in Abuja is 1,476. Smith (2018) was utilized to ascertain the sample size from a substantial population, as outlined below:

$$\text{SMITH 2018} \frac{N}{3 + N(ME)^2}$$

$$\frac{1476}{3 + 1476\ (0.0025)}$$

$$\frac{1476}{3.70} = 398$$

The study utilized two approaches for gathering data: primary and secondary. The primary approach entailed collecting participants' feedback through a structured questionnaire featuring closed-ended questions to obtain data. Data were collected from various recorded sources, including textbooks on personnel administration, the Online Journal of Human Resource and Personnel Administration, handbooks from the Nigerian Postal Service, and conference materials/articles. Materials are sourced from the internet through Google search.

This investigation employed two statistical methodologies for data examination: descriptive and inferential analysis. The data were presented using descriptive statistics. The analysis presents a frequency table along with corresponding percentages. The data analysis method applied in this study uses a five-point Likert scale, with the research questions carefully structured alongside responses obtained from a three-point Likert scale. The investigation utilized multiple regression analysis. The regression analysis will be calculated at 5% level of significance. The Regression model is stated as: $Y= \beta_0+ \beta_1X_1+ \beta_2X_2+ \beta_3X_3+\mu$. All hypotheses will be treated at the 0.05 level of significance

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Result and Discussion

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.942[a]	.551	.547	.33127

a. Predictors: (Constant), personal educational scheme support programmes; better residentialHouses; bonus incentive and capacity building for staff.

Table above shows R figure at 0.94, we can say that, there is strong relationship between independent and dependent variable. This further indicates that, this model is fit to be used in this study.

The ANOVA Table above shows the overall significance relationship between the two variables under consideration.

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	62.208	3	21.736	84.284	.000[b]
	Residual	41.994	328	.210		
	Total	90.202	331			

Dependent Variable: Organizational Performance

b. Predictors: (Constant), support programmes for personal educational schemes; improved residential facilities; bonus incentives and capacity building for staff. The statistical table presented above indicates that the f-factor regression models yielded a value of 134.284. The value exceeds the level of significance, which is set at 0.000. This indicates that the model is appropriate for the variable being analyzed. The goodness of fit for this regression model is established with a 95% confidence interval.

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Coefficients[a]

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
(Constant)	.464	.053		4.949	.000
personal educational scheme support programmes	.606	.089	.735	5.716	.000
better residential Houses	.153	.149	.395	2.365	.069
bonus incentive	.572	.170	.672	.923	.000
Capacity Building for Staff	.711	.421	.863	.872	.000

a. Dependent Variable: Organizational Performance

The study reveals that the computed value of X2 is 0.35, indicating a robust correlation between the two variables; however the significance level of 0.000 is below the threshold of 0.05 for the estimated value of X. Since the computed regression value is less than the estimated value of X, we will reject the null hypothesis, which asserts that there is no significant relationship between personal educational scheme support programs and organizational performance in the NigerianPostal Service. I endorse the alternative hypothesis, which asserts that a significant relationship exists between personal educational scheme support programs and organizational performance within the NigerianPostal Service.

The study results indicate that the computed value of X2 is 0.6, implying no correlation between the two variables. Furthermore, the significance threshold of 0.6 surpasses the estimated value of X, which is 0.05. Since the computed regression value surpasses the expected value of X, we will accept the null hypothesis, which asserts that there is no meaningful association between enhanced residential accommodation and organizational performance in the Nigerian Postal Service.

I dismiss the alternative hypothesis that suggested a significant relationship between enhanced residential accommodation and organizational success in the Nigerian Postal Service. The study reveals that the computed value of X2 is 0.00, indicating a robust correlation between the two variables, with a significance level of 0.00, which is below the estimated value of X at 0.5. Since the computed regression value is less than the estimated value of X, we will reject the null hypothesis, which asserts that there is no significant correlation between bonus incentives and employee performance in the Nigerian Postal Service. Therefore, we will endorse the alternative hypothesis, which posits that a strong correlation exists between bonus incentives and employee performance in the Nigerian Postal Service.

The study findings reveal that the computed value of X2 is 0.00, indicating a robust correlation between the two variables. The significance level is 0.00,

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which is inferior to the estimated value of X at 0.5. Since the computed regression value is less than the estimated value of X, we reject the null hypothesis, which asserted that there is no meaningful relationship between staff capacity building and organizational performance in the Nigerian Postal Service. We endorse the alternative hypothesis, which posits a significant association between staff capacity building and organizational performance in the Nigerian Postal Service.

Discussion of Finding

(i) The findings from the study indicate that the Nigerian Postal Service has established personal educational scheme support programs that assist staff in pursuing long and medium-term educational endeavors. This personal educational scheme and its supporting programs have demonstrated effectiveness in enhancing organizational performance within the Nigerian Postal Service. The personnel receive authorization along with financial backing to pursue extended educational programs both domestically and internationally. The administration of the Nigerian Postal Service has conferred study leave with remuneration upon the staff members concerned. Upon the successful completion of their studies, they have entered the service, thereby contributing to the growth and development of the Nigerian Postal Service.

(ii) The research revealed that the Nigerian Postal Service was deficient in providing sufficient residential accommodations for its personnel. This challenge detrimentally impacts the efficacy of the Nigerian Postal Service. The mass housing initiative executed by the management of the Nigerian Postal Service did not adequately address the residential requirements of its workforce.

(iii) The findings from the study indicate that the provision of bonus incentives by the Nigerian Postal Service has enhanced employee performance within the organisation. A limited number of incentives offered include medical allowances, settlement allowances for staff transfers, overtime compensation, and transportation fees for official assessments.

Conclusion and Recommendations

Social Security benefits, encompassing personal educational support programs for staff pursuing long- and a medium-term education, enhanced residential accommodations, and diverse bonus incentives such as medical allowances, relocation allowances for staff transfers, wage increases, and travel expenses for official assessments, along with capacity-building initiatives, significantly impact the organisational performance of the Nigerian Postal. The study shows that personal educational scheme assistance programs, bonus incentives, and staff capacity building greatly affect organisational performance, whereas enhanced residential housing for staff does not benefit the organisational performance within the Nigerian Postal Service.

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Recommendations

i. The leadership of the Nigerian Postal Service should guarantee that personal educational support programs are expanded to additional staff who have not yet benefited from them. This will enhance performance in the Service.

ii. The leadership of the Nigerian Postal Service must oversee the prompt implementation of the mass residential strategy devised by its administration.

iii. The leadership of the Nigerian Postal Service should maintain the bonus incentives often provided to staff to enhance their morale and increase organisational performance.

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