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EFFECT OF EXECUTIVE MANAGEMENT SUPPORT PRACTICES ON EMPLOYEE'S JOB PERFORMANCE IN SELECTED MANUFACTURING FIRMS IN ABUJA, NIGERIA.

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Abstract

Executive management support plays a vital role in enhancing employee job performance in manufacturing firms. However, there is limited understanding of how specific support practices affect performance outcomes in Abuja. This study examined the effect of executive management support practices on employee's job performance in selected manufacturing firms within Abuja metropolis. The independent variable was viewed through resource allocation and feedback provision. A cross-sectional survey design was adopted, with a population of 425 employees drawn from five manufacturing firms. Using a census sampling technique, data were collected via a structured Likert-scale questionnaire and analysed using the Statistical Package for the Social Sciences (SPSS). Regression analysis showed that resource allocation had a significant negative effect on employee job performance. Meanwhile, feedback provision demonstrated a positive and significant effect on employee performance. The study concluded that executive management support is crucial for employee performance, but resource allocation must be carefully aligned with operational realities to be effective. It recommended that manufacturing firms should institutionalize regular feedback systems and actively engage employees in resource planning to optimize performance outcomes and that resource allocation strategies should be reevaluated to ensure they are need-based and operationally relevant.

Keywords: Executive management support, resource allocation, feedback provision, employee's job performance, manufacturing companies.

Introduction

Employee's job performance is a cornerstone of organizational productivity, especially in manufacturing sectors where output, efficiency, and quality are directly tied to employee actions. In Nigeria's manufacturing industry, particularly in urban centres like Abuja, job performance challenges such as absenteeism, low productivity, and inconsistent quality control continue to hinder competitiveness (Ibrahim & Eze, 2023).

Among the various factors influencing job performance, executive management support has gained increasing attention in recent research. Executive support manifested through actions like resource allocation, feedback provision, and strategic communication—creates the enabling environment in which employees can thrive (Ogunyemi & Musa, 2022). When employees perceive that top management is committed to their success through tangible and intangible support, they are more likely to demonstrate higher levels of engagement, accountability, and performance (Adebayo & Nnadi, 2021).

Conversely, a lack of visible executive support has been associated with low morale, diminished productivity, and high turnover, particularly in labour-intensive sectors like manufacturing (Chukwuemeka & Bello, 2024). Despite this understanding, many Nigerian manufacturing firms continue to operate with limited top-down engagement, leaving gaps in employee performance management and organizational alignment.

Although numerous studies have examined the influence of leadership styles and human resource practices on job performance, there is limited empirical research on how specific forms of executive management support such as resource provision and performance feedback affect performance outcomes in the manufacturing context of Abuja. This study therefore investigated the extent to which executive management support affects employee job performance in selected manufacturing companies in Abuja, Nigeria.

Statement of the problem

In Nigeria's manufacturing sector, job performance among employees has increasingly become a critical concern due to rising competition, automation, and economic pressure. In Abuja, where manufacturing firms play a growing role in job creation and industrial development, Issues such as reduced work output, poor product quality, and operational inefficiencies persist. While many companies have attempted to address this problem through investments in technology and training, performance issues continue to prevail.

One possible explanation lies in the level and quality of executive management support provided to employees. Despite having formal structures in place, some firms lack active executive engagement in resource allocation and performance feedback—two elements crucial for frontline employee effectiveness (Adebayo & Nnadi, 2021). When executives are detached from the day-to-day realities of workers, it can result in poor alignment between organizational goals and employee execution (Ogunyemi & Musa, 2022).

Furthermore, empirical evidence on how executive-level decisions and support mechanisms translate into improved employee performance in manufacturing firms remains limited. While leadership and managerial practices are often studied, the direct effect of executive management support particularly in resource-constrained Nigerian environments, has not been sufficiently examined. This study, therefore, will fill this gap by evaluating how executive support practices affects employee job performance in selected manufacturing companies in Abuja.

Objectives of the study

The general objective of this study is to examine the effect of executive management support practices on employee's job performance in selected manufacturing companies in Abuja.

The specific objectives are to:

- i. Examine the extent to which resource allocation affects employee's job performance in selected manufacturing companies in Abuja.
- ii. Determine whether feedback provision affect employee's job performance in selected manufacturing companies in Abuja.

Research Hypotheses

The hypotheses were stated in null form as follows:

H₀₁: Resource allocation has no significant effect on employee's job performance in selected manufacturing companies in Abuja.

H₀₂: Feedback provision has no significant effect on employee's job performance in selected manufacturing companies in Abuja.

Literature Review

Conceptual Review

Employee's Job Performance

Employee's job performance can encompass both task performance specific duties assigned to the job and contextual performance, which includes behaviours that support the broader organizational environment. According to Okonkwo and Edeh, (2023) it refers to the extent to which individuals fulfil their job roles and contribute to organizational goals through efficiency, quality, and timeliness. However according to Adigun and Salisu (2022) in the manufacturing sector, where physical output and process consistency are critical, high employee performance is essential to meeting production targets, maintaining quality standards, and ensuring operational efficiency. Key indicators of job performance often include productivity levels, adherence to schedules, innovation, and teamwork. According to Bello and Nwachukwu (2024), sustained employee performance in manufacturing is influenced not only by individual skills but also by environmental and managerial factors, such as leadership support, communication, and resource availability.

However, this study adopted the definition of employee job performance as presented by Okonkwo and Edeh (2023), who described it as the degree to which individuals effectively carry out their assigned duties and contribute to organizational objectives through consistent efficiency, high-quality output, and timely task completion. This definition is appropriate for the present study as it captures the practical and measurable aspects of performance that are especially relevant within manufacturing environments, where productivity and output standards are critical to operational success.

Executive Management Support

Executive management support refers to the active involvement and commitment of top-level leaders such as CEOs, directors, and senior managers in creating enabling environments for employees to perform effectively. According to Musa and Adebayo (2023) this support often manifests through the provision of strategic direction, allocation of resources, performance monitoring, and organizational alignment. Executive involvement sends a strong message about organizational priorities and can significantly influence employee attitudes and motivation (Ibrahim & Lawal, 2024). In manufacturing firms, where hierarchical structures are common, visible and consistent support from executive management enhances accountability, fosters trust, and encourages a culture of performance (Ogunleye & Chukwuemeka, 2022). A lack of executive engagement, on the other hand, can lead to misalignment between organizational strategy and operational execution, ultimately reducing employee productivity and morale (Ojo & Nnadi, 2023).

However, this study adopted the perspective of Musa and Adebayo (2023), who emphasized that managerial support often manifests through the provision of strategic direction, allocation of resources, performance monitoring, and organizational alignment. This perspective is relevant to the present study as it highlighted the essential roles leadership plays in guiding organizational effectiveness, particularly within contexts where structured support systems directly influence employee outcomes.

Resource Allocation

According to Yusuf and Adekunle (2023) resource allocation refers to the process through which executive management ensures that employees have the necessary tools, materials, personnel, and financial support to carry out their responsibilities. This implied that adequate resource allocation is a fundamental aspect of executive support that directly affects employee efficiency and output. In manufacturing environments, the availability of machinery, raw materials, and technical support determines not only the pace of production but also the quality of outcomes. When executive management prioritizes resource allocation, employees are empowered to meet performance expectations without unnecessary delays or improvisation (Ifeanyi & Olorunfemi, 2022). Conversely, poor or inconsistent resource support from top management may result in bottlenecks, increased stress, and lower morale, ultimately undermining job performance (Olabisi & Okafor, 2024).

However, this study adopted the definition of resource allocation as presented by Yusuf and Adekunle (2023), who described it as the process through which executive management ensures that employees have the necessary tools, materials, personnel, and financial support to carry out their responsibilities. This definition is suitable for the present study as it enunciated on the importance of equipping employees with adequate resources, which is especially vital in environments where operational efficiency and task execution depend heavily on material and logistical support.

Feedback Provision

Feedback provision is an important practice of executive management practice of an organization. According to Chukwu and Hassan (2023) it refers to the communication of performance-related information from executive management to employees, typically aimed at recognizing achievements, correcting errors, or guiding improvement. As a strategic tool, feedback can serve in aligning employee behaviour with organizational expectations and drive continuous performance enhancement. In manufacturing firms, where routine tasks and production benchmarks are critical, timely and constructive feedback helps employees adjust work practices, maintain focus, and stay motivated (Okoro & Ezenwa, 2022). Executive managers who regularly engage with staff through performance reviews, acknowledgments, or goal-setting initiatives help reinforce accountability and a sense of purpose. However, lack of feedback or vague communication from executives can cause confusion, reduce motivation, and disconnect employees from organizational objectives (Ajayi & Bello, 2024). Therefore, effective feedback provision is not only a motivational driver but also a performance management tool.

This study adopted the definition of performance feedback as presented by Chukwu and Hassan (2023), who described it as the communication of performance-related information from executive management to employees, typically aimed at recognizing achievements, correcting errors, or guiding improvement. This definition is appropriate for the present study as it captures the role of feedback in shaping employee behaviour and enhancing performance, particularly in settings where continuous improvement and accountability are essential to organizational success.

Empirical review

Resource Allocation and employee's job performance

Okorie and Bassey (2022) examined the effect of resource allocation on employee productivity in medium-scale manufacturing firms in Port Harcourt, Nigeria. The objective was to determine whether timely provision of financial, material, and human resources influenced workers' performance. The study utilized a cross-sectional survey design with a population of

540 employees across 10 manufacturing firms. Using stratified random sampling, a sample of 210 employees was selected. Data were analysed using multiple regression analysis. The findings revealed that resource allocation had a significant positive effect on employee productivity ($\beta = 0.582$, $p < 0.01$). The study recommended that executive management prioritize consistent and equitable resource distribution to improve operational outcomes. However, the study was limited by its focus on medium-scale firms, making it less generalizable to micro or large-scale enterprises.

Lawal and Onyekachi (2023) examined how executive-led resource distribution affects employee job performance in manufacturing companies in Ogun State, Nigeria. The study focused on both tangible resources (equipment, materials) and intangible ones (training, support). A total population of 1,050 staff members was identified, and 300 were randomly selected using stratified sampling. Data were analysed using descriptive and inferential statistics, including linear regression. The results indicated a statistically significant relationship between adequate resource allocation and job performance ($R^2 = 0.344$; $p < 0.05$). The study recommended that executives actively engage in resource planning as a performance enhancement strategy. A limitation of the study was its reliance on self-assessed performance measures, which may introduce bias.

Feedback Provision and employee's job performance

Aminu and Danjuma (2022) conducted a study to evaluate the effect of managerial feedback on employee performance in the textile manufacturing industry in Kaduna, Nigeria. The objective was to analyze how regular and constructive feedback influences workers' motivation and task execution. The study adopted a correlational research design, surveying 250 production staff selected using purposive sampling. Data analysis employed Pearson correlation and simple regression techniques. The results showed a significant positive relationship between feedback provision and employee performance ($r = 0.467$, $N = 250$, $p < 0.01$). The researchers concluded that feedback mechanisms are essential for improving communication, accountability, and performance. However, the study was limited by its focus on a single sector, which may not capture cross-industry variations.

Uche and Fatima (2024) assessed the role of executive performance feedback on operational outcomes in food processing companies in Lagos, Nigeria. The research surveyed 180 employees using a structured questionnaire and employed regression analysis to test hypotheses. The study found that feedback provision had a significant positive effect on employee performance ($\beta = 0.493$; $p < 0.05$). The findings emphasized that timely and specific executive feedback improves goal clarity, task alignment, and performance motivation. The authors recommended routine performance reviews and recognition mechanisms. A key limitation of the study was its use of a cross-sectional design, which restricts understanding of long-term feedback effects.

Theoretical Framework

Path-Goal Theory of Leadership

This study was underpinned by the Path-Goal Theory of Leadership. Developed by Robert House (1971), the theory posits that effective leaders enhance employee performance by clarifying the path to goals, removing obstacles, and providing the necessary support and resources to ensure success (Northouse, 2021). In this context, resource allocation aligns with the leader's responsibility to equip employees with the tools, materials, and support systems needed to perform effectively. Likewise, feedback provision is a key motivational mechanism through which leaders guide, correct, and reinforce employee behaviour toward desired performance outcomes.

In manufacturing firms in Abuja, where operational efficiency and output are paramount, executive managers who adopt path-goal principles can drive productivity by ensuring employees are not only equipped but also motivated through clear communication and feedback. By adapting leadership behaviours to fit employee needs and work conditions, executives can foster both task accomplishment and employee satisfaction (Eze & Musa, 2022).

However, critics of the theory argue that it may oversimplify complex workplace dynamics by focusing heavily on leader behaviours without adequately accounting for broader organizational or cultural factors that influence performance. Despite this, the theory provides a useful lens for understanding how executive-level actions—particularly in resource provision and performance communication—can remove performance barriers and promote goal attainment. Thus, the Path-Goal Theory supports the argument that executive management support is instrumental in enhancing employee job performance in manufacturing settings.

Methodology

This study adopted a cross-sectional survey research design. This design involved collecting data from a population at a single point in time to examine the relationship between executive management support practices (resource allocation and feedback provision) and employee job performance. A 5-point Likert scale questionnaire was used as the primary instrument for data collection, enabling respondents to express varying degrees of agreement or disagreement on the statements presented. The questionnaire was administered both physically and electronically via Google Forms shared on social media platforms to enhance accessibility and ensure a wider reach. To ensure the validity of the instrument, the study adapted validated questionnaires from Yusuf and Adekunle (2023), Chukwu and Hassan (2023) as well as Koopmans et al. (2011), who had previously studied resource allocation and feedback provision respectively. This helped to maintain the reliability and contextual relevance of the items measured.

The study employed a quantitative research approach, and the data collected were analysed using the Statistical Package for the Social Sciences (SPSS). Descriptive statistics such as frequency, mean, and standard deviation were used to summarise the data, while inferential statistics, particularly regression analysis, were employed to test the hypotheses and assess the effect of executive management support practices on employee job performance.

The population for this study consisted of 425 employees working in selected manufacturing companies operating within the Abuja metropolis. The sample size comprised a total of 425 respondents (using census sampling technique), drawn from 5 manufacturing firms that met the following criteria: each company had been in operation for more than 5 years, each had a minimum of 20 employees and each was registered with relevant regulatory bodies such as the Manufacturers Association of Nigeria (MAN), the Corporate Affairs Commission (CAC), and the Federal Ministry of Industry, Trade and Investment.

Table 1. Population Size of selected manufacturing firms in Abuja.

No	Firms	Population
1.	Mogadishu Ventures Ltd	86
2.	Jofro Ventures Nigeria	75
3.	Greenfield Agro Allied Ltd	92
4.	Polimex Industries Ltd	85
5.	EcoClean Industries	87
	Total	425

Source: Human resource managers, 2025.

Table 1 showed the list of the manufacturing firms used in the study along with their respective population. However the model specification used by Ojo and Salisu (2022) was adapted as thus:

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \varepsilon$$

Y = Employee Job Performance (Dependent Variable)

X1 = Resource Allocation

X2 = Feedback Provision

β_0 = Intercept (constant term)

β_1, β_2 = Regression coefficients (effect sizes)

ε = Error term (random disturbance)

Data Analysis and Result

Table 1 Demographic information and the rate of response from the respondents

no of questionnaires administered	no of questionnaires completed	no of questionnaires not completed	no of questionnaires fit for analysis	Total
Number	425	397	28	397
Percentage		93.4%	6.6%	93.4%
%	100			
Age	18-40	41-60	61 and above	
	201	148	48	397
Percentage		37.3%	12.1%	100%
%	50.6			
Educational Background		BSc/HND	NCE/ND	O'LEVEL
	MS	D 148	116	98
%	35			397
Percentage		37.3%	29.2%	24.7%
%	8.8			100%

Source: Survey, 2025.

Table 1 displays the demographic data and response rate of the study. Out of 425 questionnaires administered, 397 were completed and valid for analysis, indicating a high response rate of 93.4%. Respondents were predominantly between the ages of 18–40 (50.6%), followed by those aged 41–60 (37.3%). In terms of educational background, the majority held a BSc/HND (37.3%), while others had NCE/ND (29.2%), O'Level (24.7%), and MSc (8.8%). Table 2

Resource allocation

	SA	A	U	D	SD
1. The management ensures that I have the tools and equipment needed to perform my tasks effectively.	114(28.7) 220(55.4)		9(2.3)	35(8.8)	
2. Adequate materials are consistently made available to support my work responsibilities.	81(20.4) 160(40.3)		57(14.4)	67(16.9)	32(8)
3. I have access to sufficient personnel support to accomplish my tasks.	108(27.2)		33(8.3)	46(11.6)	19(4.8)
4. My department receives the financial resources necessary to meet its goals.	191(48.1) 94(23.7) 189(47.6)			6)	25(6.3)

Source: Survey, 2025.

Table 2 showed that 28.7% of the respondents strongly agreed that management ensures they have the tools and equipment needed to perform their tasks effectively. 55.4% agreed, 2.3% were undecided, 8.8% disagreed, while 4.8% strongly disagreed.

Also, 20.4% of respondents strongly agreed that adequate materials are consistently made available to support their responsibilities, 40.3% agreed, 14.4% were undecided, 16.9% disagreed, and 8% strongly disagreed.

From the table, 27.2% of respondents strongly agreed that they have access to sufficient personnel support, 48.1% agreed, 8.3% were undecided, 11.6% disagreed, and 4.8% strongly disagreed. Regarding the availability of financial resources, 23.7% strongly agreed that their departments receive the financial support necessary to meet goals, 47.6% agreed, 9% were undecided, 13.4% disagreed, while 6.3% strongly disagreed.

Table 3 Feedback provision

	SA	A	U	D	SD
1. The management regularly provides feedback on my job performance.	33(8.3)	58(14.6)	52(13.1)	186(46.8)	68(17.1)
2. The feedback I receive is helpful for improving my work.	26(6.5)	55(13.9)	48(12)	192(48.4)	76(19.1)
3. I am recognized by executive management when I perform well.	42(10.6)	64(16.1)	37(9.3)	176(44.3)	78(19.6)
4. I receive constructive criticism from management when my performance needs improvement.	56(14.1)	76(19.1)	23(5.8)	184(46.3)	58(14.6)

Source: Survey, 2025.

Table 3 showed that 8.3% of the respondents strongly agreed that management regularly provides feedback on their job performance, 14.6% agreed, 13.1% were undecided, 46.8% disagreed, while 17.1% strongly disagreed.

Also, 6.5% strongly agreed that the feedback received is helpful for improving their work, 13.9% agreed, 12% were undecided, 48.4% disagreed, and 19.1% strongly disagreed.

From the table, 10.6% strongly agreed that they are recognized by executive management when they perform well, 16.1% agreed, 9.3% were undecided, 44.3% disagreed, and 19.6% strongly disagreed.

Regarding constructive criticism from management when improvement is needed, 14.1% strongly agreed, 19.1% agreed, 5.8% were undecided, 46.3% disagreed, while 14.6% strongly disagreed.

Table 4 Employee job performance

	SA	A	U	D	SD
1. I consistently meet the performance standards set by my organization.	20(5.37(9.2)		10(2.5)	210(52.9)	120(30.3)
2. I complete my work tasks on time without unnecessary delays.	36(8.870(17.6)		60(15.1)	146(36.9)	85(21.4)
3. The quality of my work meets or exceeds Expectations in my organization.	20(5.49(12.2)		35(8.8)	180(45.4)	113(28.6)
4. I actively contribute to the achievement of organizational goals.	23(5.843(10.8)		28(7.1)	205(51.6)	98(24.6)

Source: Survey, 2025.

Table 4 showed that 5% of the respondents strongly agreed that they consistently meet the performance standards set by their organization, 9.2% agreed, 2.5% were undecided, 52.9% disagreed, while 30.3% strongly disagreed.

Also, 8.8% strongly agreed that they complete work tasks on time without unnecessary delays, 17.6% agreed, 15.1% were undecided, 36.9% disagreed, and 21.4% strongly disagreed.

From the table, 5% strongly agreed that the quality of their work meets or exceeds expectations, 12.2% agreed, 8.8% were undecided, 45.4% disagreed, and 28.6% strongly disagreed.

Regarding contribution to organizational goals, 5.8% strongly agreed, 10.8% agreed, 7.1% were undecided, 51.6% disagreed, while 24.6% strongly disagreed.

Descriptive Statistic

Table 6 Descriptive Statistics

	Mean	Std. Deviation	N
EJP	2.6192	.32401	397
RA	3.4020	.35979	397
FP	1.9709	.39381	397

Source: SPSS

The descriptive statistics in table 6 showed that while employees moderately agree that resources are provided ($M = 3.4020$), they express dissatisfaction with feedback provision ($M = 1.9709$). Employee job performance is also rated low ($M = 2.6192$). These results suggest that insufficient feedback may be contributing to underperformance, despite resource availability, highlighting the need for improved communication and performance evaluation.

Table 7 Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. F Change	
1	.788 ^a	.621	.616	.43560	.621	127.997	3	234	.000	2.376

a. Predictors: (Constant), RA, FP

b. Dependent Variable: EJP

Table 7: Model Summary

The model summary shows a strong relationship between resource allocation (RA), feedback provision (FP), and employee job performance (EJP), with an R value of 0.788. The R^2 of 0.621 indicates that 62.1% of the

variance in EJP is explained by the model. The adjusted R^2 of 0.616 confirms the model's strength after accounting for the number of predictors. The Durbin-Watson statistic of 2.376 suggests no serious autocorrelation among residuals. These results imply that RA and FP together significantly explain variations in employee performance, making the model reliable for prediction and interpretation in this context.

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	72.862	3	24.287	127.997	.000 ^b
Residual	44.401	234	.190		
Total	117.264	237			

Table 8 ANOVA^a

- a. Dependent Variable: EJP
b. Predictors: (Constant), RA, FP

Table 9 Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
1 (Constant)	-1.240	.299		-4.151	.000		
RA	-.617	.062	.415	3.442	.032	.669	1.494
FP	.522	.075	.433	8.195	.001	.578	1.729

- a. Dependent Variable: EJP

Table 8: ANOVA

The ANOVA table tests the overall significance of the regression model. With an F-statistic of 127.997 and a p-value of 0.000, the results confirm that the regression model is statistically significant. This means that the independent variables—RA and FP—jointly have a meaningful effect on employee job performance (EJP). The regression sum of squares (72.862) accounts for most of the variation in EJP, while the residual sum of squares (44.401) is comparatively smaller. This supports the model's goodness-of-fit and reinforces that the predictors significantly explain employee performance outcomes in the selected manufacturing firms.

Table 9: Coefficients

Table 9 reveals the individual contribution of each predictor. Resource allocation (RA) has a negative unstandardized coefficient ($B = -0.617$) and is statistically significant ($p = 0.032$), suggesting a surprising inverse relationship with EJP. This may indicate misaligned or ineffective resource distribution. In contrast, feedback provision (FP) shows a positive and significant effect ($B = 0.522$, $p = 0.001$), confirming its strong contribution to enhancing performance. The tolerance and VIF values indicate no multicollinearity issue. While feedback boosts job performance, resource allocation appears to negatively affect it, likely due to contextual inefficiencies in implementation.

Discussion of Findings

In the course of this study, the first hypothesis which stated that resource allocation has no significant effect on employee job performance in selected manufacturing companies in Abuja was rejected. The regression result indicated that resource allocation had a significant negative effect on employee performance. This finding deviates from that of Yusuf and Adekunle (2023), who found a positive and significant effect. The unexpected negative outcome may be due to the mismatch between the type of resources allocated and actual employee needs, or

inefficiencies in resource management.

Furthermore, the second hypothesis, which stated that feedback provision has no significant effect on employee job performance, was also rejected. The findings revealed a positive and significant effect, indicating that when executive management provides timely and constructive feedback, employee performance improves. This finding aligns with that of Chukwu and Hassan (2023), who emphasized the motivational and corrective value of performance feedback in enhancing employee outcomes.

Conclusion

This study investigated the effect of executive management support practices—specifically resource allocation and feedback provision—on employee job performance in selected manufacturing companies in Abuja. Based on the findings, the study concludes that executive management support plays a crucial role in shaping employee performance. However, while feedback provision significantly enhances job performance, resource allocation, though essential, may negatively impact performance if poorly aligned with operational needs or employee expectations. This suggests that executive interventions must go beyond availability of resources to focus on strategic alignment and engagement with frontline realities.

Recommendations

Based on the findings and conclusion, the study recommends the following:

- i. Executives in manufacturing companies should strengthen feedback systems by institutionalizing regular performance reviews, recognition mechanisms, and open communication. This will reinforce motivation, clarify expectations, and support continuous improvement among employees.
- ii. Resource allocation strategies should be reevaluated to ensure they are need-based and operationally relevant. Management must engage with employees to identify actual gaps and tailor resource deployment accordingly. Investing in employee input during planning phases can reduce misallocations and improve performance outcomes.

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