



Effect of Knowledge Sharing Practices on Employee Performance in the Ebonyi State Civil Service

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ABSTRACT

Background: Knowledge-sharing practices involve the exchange of information, skills, experiences, and ideas among employees to improve organisational processes and outcomes. In the civil service, effective knowledge sharing can enhance access to relevant information, facilitate problem-solving, and improve employees' efficiency in performing their duties.

Objectives: The study examined the effect of collaboration tools on employee output and evaluated the effect of mentoring programmes on task completion rates in the Ebonyi State Civil Service.

Method: The study adopted a descriptive survey research design, using a questionnaire as the primary instrument for data collection. The study population comprised 1,981 employees, from which a sample of 322 respondents was determined using Freund and Williams' statistical formula at a 5% margin of error. Of the 322 questionnaires administered, 242 were duly completed and returned, representing a response rate of 75.2%. The data collected were analysed, and the hypotheses were tested using the Z-test.

Results: The findings revealed that collaboration tools had a statistically significant positive effect on employee output ($Z = 8.967$, $p < .05$). Similarly, mentoring programmes had a statistically significant positive effect on task completion rates ($Z = 8.903$, $p < .05$).

Conclusion: The study concluded that collaboration tools and mentoring programmes contribute significantly to employee performance in the Ebonyi State Civil Service, particularly in terms of employee output and task completion rates.

Unique Contribution: The study contributes to the literature on knowledge management by providing empirical evidence on the relationship between collaboration tools, mentoring programmes, and employee performance in the public sector.

Key Recommendation: The Ebonyi State Government should provide regular training for civil servants on the effective use of collaboration tools to strengthen coordination, facilitate knowledge sharing, and improve employee output.

Keywords: Collaboration tools, employee performance, employee output, knowledge sharing, mentoring programmes.



INTRODUCTION

Prior work in management scholarship has stressed that organisations enabling free flow of information and expertise among staff tend to outperform those relying purely on formal structures or command hierarchies (Davenport & Prusak, 1998). This insight underpins later research into how the exchange of explicit and tacit knowledge shapes both individual and organisational outcomes.

Knowledge sharing practices are the organised activities and mechanisms by which civil servants pass on information, expertise, and experience to strengthen service delivery and organisational performance. Such practices span mentoring, training, teamwork, documentation of procedures, and digital platforms, all of which help employees put shared knowledge to use in administrative and policy work (Umeh & Nwosu, 2024). Knowledge-sharing practices are operationalised in this study through collaboration tools and mentoring programmes because these represent technological and interpersonal mechanisms through which employees exchange information, skills, and experience. The Collaboration tools include: digital communication platforms; email; internal information systems; document-sharing platforms; project-management software and team communication tools.

Globally, knowledge-sharing practices have developed from informal employee-to-employee exchanges into structured organisational systems supported by digital platforms, collaborative technologies and artificial intelligence. Recent evidence shows that organisations increasingly use knowledge sharing to strengthen innovation, organisational creativity and overall performance. Yıldız et al. (2025) found that both tacit and explicit knowledge sharing can strengthen organisational creativity, while Danko and Crhová (2025) reported that knowledge sharing between managers and employees improves organisational performance through stronger information flows. In the public sector, Hong (2025) further demonstrated that knowledge sharing can influence the performance of government agencies, although its benefits vary according to the complexity and heterogeneity of organisational tasks.

In Nigeria, knowledge-sharing practices have increasingly become part of public-service reform, particularly through policies that emphasise capacity development, institutional learning, digitalisation and preservation of organisational knowledge. The National Strategy for Public Service Reform (NSPSR), (2025), specifically recommends knowledge-capability assessment, development of a knowledge-management strategy and integration of e-learning into public-service learning processes. (Bureau of Public Service Reforms. (2025). These national reforms are particularly relevant to the Ebonyi State Civil Service because effective sharing of employees' experiences, skills and work-related information can reduce knowledge hoarding, improve employee effectiveness and ultimately strengthen public-service delivery. Supporting this argument, Tacit knowledge sharing had a positive and significant effect on employee effectiveness among healthcare professionals in the Delta State Ministry of Health, (Ononye,2025).

Locally, the Civil Service of Ebonyi State plays a central role in governance and public service delivery. Like other sub-national institutions, it faces challenges around workforce performance, accountability, and responsiveness to citizens' needs (Eze, 2024). Observers point out that gaps



in knowledge sharing limited training, weak inter-departmental communication, and insufficient use of collaborative technologies have held back employee performance in the state's civil service (Okafor, 2024).

Employee performance denotes how effectively and efficiently civil servants carry out their duties, meet organisational goals, and deliver quality public services. It is shaped by factors including knowledge sharing, mentoring, collaboration tools, motivation, and managerial support, and stands as a key measure of productivity and service effectiveness (Okafor, 2023). Despite the acknowledged value of knowledge sharing, empirical work linking specific knowledge-sharing practices to measurable performance outcomes remains scarce within Nigeria's sub-national civil services. This study therefore examines the effect of knowledge sharing practices on employee performance in the Civil Service of Ebonyi State, contributing to both academic understanding and evidence-based policymaking aimed at improving public sector productivity

STATEMENT OF THE PROBLEM

In an ideal setting, the Civil Service of Ebonyi State would operate as an efficient public institution in which civil servants perform optimally, share knowledge openly, and support timely, quality service delivery. A well-coordinated workforce backed by strong knowledge-sharing practices should raise productivity, cut down errors, and ensure the smooth rollout of policies and programmes across the state.

Evidence from Ebonyi State indicates that weaknesses in training, capacity development and knowledge exchange affect employee performance. Okereke and Igboke (2011), studying 300 civil servants across six ministries in Ebonyi State, found that only 49.8% of employees exposed to training and manpower development recorded high job performance, compared with **21.2%** among those without such exposure. Similarly, Olatokun and Nwafor (2012) found that motivation significantly influenced the knowledge-sharing intentions of civil servants in Ebonyi State, based on 297 respondents from six ministries. More recently, Ituma et al. (2024), studying the Ebonyi State Civil Service, reported inadequate funding and poor salary packages as constraints on career-development training and employee performance. These findings suggest that inadequate training opportunities and weak conditions for knowledge exchange remain relevant concerns; creating the gap this study seeks to fill.

In reality, however, many civil servants encounter obstacles that limit effective knowledge sharing. Limited training opportunities, weak communication across departments, inadequate mentoring, and underuse of collaboration tools often keep employees from exchanging important information and experience. This gap in knowledge integration weakens employees' ability to work efficiently and slows organisational learning and growth.

These gaps carry real consequences for the Civil Service of Ebonyi State. Poor coordination, duplicated effort, delayed service delivery, and lower overall productivity are frequent results when knowledge is not shared effectively. Left unaddressed, these problems could deepen inefficiency, lower employee performance, delay policy implementation, and erode public trust — ultimately weakening governance and service delivery.



OBJECTIVE OF THE STUDY

The study's main aim was to assess the Effect of Knowledge Sharing Practices on Employee Performance in the Ebonyi State Civil Service. Its specific objectives were :

1. To examine the effect of collaboration tools on employee output in the Ebonyi State Civil Service.
2. To evaluate the effect of mentoring programmes on the task completion rate of employees in the Ebonyi State Civil Service.

STATEMENT OF HYPOTHESES

The following hypotheses guided the study

H0₁: Collaboration tools have no significant effect on employee output in the Ebonyi State Civil Service.

H0₂: Mentoring programmes have no significant effect on the task completion rate of employees in the Ebonyi State Civil Service.

CONCEPTUAL REVIEW

Knowledge Sharing

Within the Civil Service of Ebonyi State, knowledge sharing offers a framework through which civil servants can pool their expertise to improve administrative efficiency and public service outcomes. Conceptually, it denotes the process by which individuals communicate and make their knowledge available to others in an organisation (Ipe, 2003), spanning both tacit knowledge — rooted in personal experience and judgment — and explicit knowledge, which is formally recorded in manuals, policies, and procedural guidelines (Nonaka & Takeuchi, 1995).

Knowledge Sharing Practices

Knowledge sharing practices are the organised systems and activities through which employees pass on information, expertise, and experience to boost organisational performance. Within the Civil Service of Ebonyi State, they are vital for sharpening decision-making, task efficiency, and service delivery, and include training programmes, mentoring, documentation of procedures, cross-departmental collaboration, and digital communication platforms (Ali et al., 2023). Training and mentoring enable the transfer of both explicit and tacit knowledge, letting civil servants learn from more experienced colleagues and apply best practices in their work (Chukwuemeka, 2024; Sarpong & Akorli, 2023).

Component of Knowledge Sharing Practices examined in the study

Collaboration Tools

Collaboration tools are the digital or organisational systems that let employees communicate, share information, coordinate tasks, and work together across departments and units. Within the Civil Service of Ebonyi State, such tools are essential for improving workflow, sharpening decision-making, and supporting timely service delivery. Their effective use promotes knowledge sharing, cuts duplicated effort, strengthens coordination across departments, and



builds teamwork — ultimately improving employee performance and public service outcomes (Chukwuemeka, 2024).

Mentoring Programmes

Mentoring programmes are structured arrangements in which experienced civil servants guide and support less experienced staff to build their skills, job performance, and career growth. In the Civil Service of Ebonyi State, these programmes support the transfer of tacit and explicit knowledge, build employee confidence, and encourage professional development (Sarpong & Akorli, 2023), while also strengthening organisational learning, promoting adherence to administrative procedures, and fostering a culture of collaboration and knowledge sharing (Chukwuemeka, 2024).

Employee Performance

An employee is someone formally engaged to carry out administrative, regulatory, and service-oriented duties within government institutions. Employees implement policies, deliver public services, and ensure compliance with established procedures, thereby contributing to organisational effectiveness (Okeke, 2024). Their performance is shaped by factors such as training, motivation, knowledge sharing, and access to organisational resources (Azubuike, 2022). Effective employees display competence, accountability, and collaboration — qualities essential to efficient service delivery, policy implementation, and the overall functioning of the civil service (Eze, 2024).

Performance refers to the effectiveness, efficiency, and quality with which civil servants carry out their duties and deliver public services. It reflects employees' ability to meet organisational goals, follow administrative procedures, and achieve measurable outcomes in service delivery (Amechi et al., 2025). Civil service performance is shaped by employee competence, motivation, access to resources, knowledge sharing, and managerial support (Azubuike, 2022). Strong performance in the civil service leads to better policy implementation, timely service delivery, greater accountability, and increased public trust in government institutions (Eze, 2024).

Employee performance in the Civil Service of Ebonyi State refers to how effectively and efficiently civil servants carry out their assigned duties, meet organisational objectives, and deliver quality public services. It covers measures such as productivity, adherence to administrative procedures, timeliness, accountability, and overall contribution to policy implementation (Nnamani et al., 2025).

Component of Employee Performance that was examined in the study

Employee Output

Employee output refers to the tangible, measurable results civil servants produce in carrying out their duties, including completed tasks, the quality of services delivered, and contribution to organisational goals. It captures both the quantity and quality of work and serves as a key indicator of productivity and effectiveness (Okafor, 2023). Employee output is shaped by knowledge sharing practices, mentoring programmes, use of collaboration tools, employee competence, motivation, and managerial support (Umeh & Nwosu, 2024; Chinedu, 2023). Strong employee output supports timely service delivery, efficient policy implementation, and



greater public satisfaction, ultimately strengthening the performance and credibility of the Civil Service in Ebonyi State.

Task Completion Rate

Task completion rate is the proportion of assigned duties or projects that civil servants successfully complete within a set timeframe and to established quality standards. It serves as a key indicator of employee efficiency, productivity, and overall organisational performance (Ibe & Onah, 2023). Task completion rate is shaped by access to adequate resources, effective knowledge sharing, mentoring programmes, collaboration tools, employee competence, and managerial support (Ogbonna & Ifeanyi, 2024).

THEORETICAL FRAMEWORK

The study drew on Grant's (1996) Knowledge-Based view of the Firm, which holds that knowledge is an organisation's most strategically important resource, outweighing traditional resources such as capital, land, or labour in driving performance and effectiveness (Grant, 1996).

Organisations exist mainly to integrate and apply the specialised knowledge held by individuals — knowledge that resides in employees' skills, experience, expertise, and judgment rather than in structures or machinery. Within the Civil Service of Ebonyi State, the knowledge built up over years of experience in policy formulation, records management, and service delivery is a valuable intangible asset. When this knowledge stays confined to individuals or single departments, organisational performance suffers. The theory holds that knowledge-sharing mechanisms such as training, mentoring, inter-departmental meetings, documentation, and collaborative work are critical to converting individual knowledge into organisational capability (Grant, 1996).

EMPIRICAL REVIEW

Collaboration Tools on Employee Output

Agada-Mba et al. (2024) examined the effectiveness of online collaboration tools among researchers across several Nigerian university communities, using an online survey to gather data from 312 academics and researchers selected through purposive and chain-referral sampling. The findings pointed to a strong preference among respondents for tools such as Google Scholar, followed by Mendeley and Zotero, while also identifying common obstacles to their use — limited internet access, software compatibility issues, skill gaps, data security concerns, lack of institutional support, high subscription costs, and difficulty managing multiple platforms.

Amal (2024) studied the impact of online work communication strategies on employee productivity through a survey of 107 participants, testing three hypotheses on clear communication's role in reducing misunderstandings, asynchronous tools' effect on flexibility and disruption, and video conferencing and virtual team-building's contribution to collaboration and motivation. The results showed that clear communication and asynchronous tools had a strong positive effect on productivity, while video conferencing and team-building activities had a moderate but positive influence.



Dawood et al. (2025) examined the role of collaboration technology and knowledge-sharing climate in employee productivity and innovative behaviour, using judgmental sampling to gather data from 419 full-time employees in supply chain and logistics roles across the United States and United Kingdom. Analysed through PLS-SEM, the findings showed that collaboration technology fosters a knowledge-sharing climate that in turn raises employee productivity and innovative behaviour.

Mentoring programmes on the task completion rate

Maniteja and Brychko (2025) explored how a sustainable mentoring culture strengthens employee engagement and performance in an automotive industry organisation, using the Fuzzy Delphi Method to gather expert consensus from 35 mentors and protégés on 29 candidate evaluation metrics. Consensus was reached on 14 of the 29 items, with strong agreement in three areas: mentoring culture, employee engagement and social support, and personal learning and development.

Alonso et al. (2025) investigated whether mentoring frequency affects dropout rates and average grades among university students, using a quasi-experimental design with 9,063 students grouped by meeting frequency (4+ meetings, $n = 3,074$; ≤ 3 meetings, $n = 2,958$; no meetings, $n = 3,031$). Analysis using chi-square tests, phi statistics, ANOVA, and Bonferroni adjustments showed that more frequent meetings were generally associated with lower dropout rates and higher grades.

Knowledge sharing and Employee Performance

Empirical work consistently links knowledge sharing practices to improved employee performance in public organisations. Olatokun and Nwafor (2012) found that knowledge self-efficacy and employees' willingness to help others strengthened knowledge-sharing intentions among civil servants in Ebonyi State, which in turn improved work effectiveness. Similarly, Ikuvbogio and Idubor (2025) found that both explicit and tacit knowledge sharing significantly improved employee performance in the Edo State Civil Service. Taken together, these studies suggest that effective knowledge sharing supports productivity, efficiency, innovation, and improved service delivery among civil servants.

METHODOLOGY

The study was carried out in Ebonyi State, focusing on the state's Civil Service, using a descriptive survey design with the questionnaire as the main data collection instrument. The study was focused on three selected ministries in Abakaliki: Ministry of Health, Ministry of Education, and Ministry of Works. The three ministries were selected because they had substantial numbers of employees and played important roles in public service delivery. Simple random sampling was used to select individual respondents from each ministry. From a total population of 1,981 staff, a sample size of 322 was determined using the Freund and William's statistical formula at a 5 percent margin of error, and 242 staff completed and returned valid questionnaires. Instrument validity was confirmed through content analysis, and reliability was



assessed using the **Cronbach's alpha**, the instrument was administered twice; to 20 respondents; There was time interval of 2 weeks between the two administrations; and the same respondents completed both versions, yielding a satisfactory coefficient of 0.78. Data were presented and analysed using mean score and standard deviation, and hypotheses were tested using regression analyses.

RESULT

Table 1: Responses on the effect of collaboration tools on employee output in Civil Service of Ebonyi State

		5 SA	4 A	3 N	2 DA	1 SD	$\sum FX$	- X	SD	Decision
1	Collaboration tools have improved communication among civil service staff in Ebonyi State, leading to faster task completion.	435 87 36.0	444 111 45.9	39 13 5.4	32 16 6.6	15 15 6.2	965 242 100%	3.98	1.11 4	Agree
2	The use of collaboration tools has enhanced teamwork and coordination, boosting overall employee output in the civil service.	415 83 34.3	444 111 45.9	39 13 5.4	93 31 12.8	4 4 1.7	995 242 100%	4.1 1	1.03 1	Agree
3	Civil service employees in Enugu State are more productive due to easier access to shared information through collaboration tools.	470 94 38.8	368 92 38.0	39 13 5.4	38 19 7.9	24 24 9.9	939 242 100%	3.88	1.28 1	Agree
4	Collaboration tools have reduced delays in decision-making, resulting in higher efficiency among civil service workers.	450 90 37.2	436 109 45.0	39 13 5.4	52 26 10.7	4 4 1.7	981 242 100%	4.0 5	1.00 3	Agree
5	The adoption of collaboration tools has streamlined workflow processes, increasing the quality and quantity of output by civil service employees in Ebonyi State	470 94 38.8	416 104 43.4	39 13 5.4	52 26 10.7	4 4 1.7	981 242 100%	4.0 5	1.01 0	Agree
Total Grand mean and standard deviation								3.988	1.145 2	

Source: Field Survey, 2026

Table 1 shows that 198 of the 242 respondents (81.9 percent) agreed that collaboration tools have improved communication among civil service staff in Enugu State, leading to faster task completion, with a mean score of 3.98 and standard deviation of 1.114. A further 194 respondents (80.2 percent) agreed that the use of



collaboration tools has enhanced teamwork and coordination, boosting overall employee output in the civil service, with a mean score of 4.11 and standard deviation of 1.031. In addition, 186 respondents (76.8 percent) agreed that civil service employees in Ebonyi State are more productive due to easier access to shared information through collaboration tools, with a mean score of 3.88 and standard deviation of 1.281. Similarly, 199 respondents (82.2 percent) agreed that collaboration tools have reduced delays in decision-making, resulting in higher efficiency among civil service workers, with a mean score of 4.05 and standard deviation of 1.003. Finally, 198 respondents (82.2 percent) agreed that the adoption of collaboration tools has streamlined workflow processes, increasing the quality and quantity of output by civil service employees in Ebonyi State, with a mean score of 4.05 and standard deviation of 1.010.

Table2: Responses on the effect of mentoring programs on task completion rate in Civil Service of Ebonyi State

		5 SA	4 A	3 N	2 DA	1 SD	ΣFX	- X	SD	Decision
1	The Knowledge acquisition practices ensures that managers and professionals have access to accurate and up-to-date information.	470 94 38.8	424 106 43.8	39 13 5.4	40 20 8.3	9 9 3.7	982 242 100%	4.05	1.053	Agree
2	Continuous learning, training, and information sharing improve the quality of clinical and administrative decisions across healthcare facilities.	460 92 38.0	416 104 43.0	45 15 6.2	40 20 8.3	11 11 4.5	972 242 100%	4.01	1.089	Agree
3	Effective knowledge acquisition supports evidence-based decision-making, leading to better resource allocation and improved patient outcomes.	470 94 38.8	416 104 43.0	39 13 5.4	40 20 8.3	11 11 4.5	976 242 100%	4.03	1.089	Agree
4	Knowledge acquisition strengthens problem-solving capacity by enabling healthcare leaders to respond promptly to emerging health challenges.	470 94 38.8	416 104 43.0	39 13 5.4	40 20 8.3	11 11 4.5	976 242 100%	4.03	1.089	Agree
5	Strong knowledge acquisition practices promote informed, timely, and strategic decisions that improve the overall performance of state healthcare institutions in Ebonyi State	440 88 36.4	292 73 30.2	153 51 21.1	12 6 2.5	24 24 9.9	921 242 100%	3.80	1.239	Agree
Total Grand mean and standard deviation								3.988	1.1452	

Source: Field Survey, 2026

Table 2 shows that 200 of the 242 respondents (82.6 percent) agreed that knowledge acquisition practices ensure managers and professionals have access to accurate and up-to-date information, with a mean score of 4.05 and standard deviation of 1.053. A further 196 respondents (81.0



percent) agreed that continuous learning, training, and information sharing improve the quality of clinical and administrative decisions across healthcare facilities, with a mean score of 4.01 and standard deviation of 1.089. In addition, 198 respondents (81.8 percent) agreed that effective knowledge acquisition supports evidence-based decision-making, leading to better resource allocation and improved patient outcomes, with a mean score of 4.03 and standard deviation of 1.089. Similarly, 198 respondents (81.8 percent) agreed that knowledge acquisition strengthens problem-solving capacity by enabling healthcare leaders to respond promptly to emerging health challenges, with a mean score of 4.03 and standard deviation of 1.089. Finally, 161 respondents (66.6 percent) agreed that strong knowledge acquisition practices promote informed, timely, and strategic decisions that improve the overall performance of state healthcare institutions in Ebonyi State, with a mean score of 3.80 and standard deviation of 1.239.

TEST OF HYPOTHESES

Hypothesis One: Collaboration tools have no significant effect on employee output in the Ebonyi State Civil Service.

Table 4.3.2a: Model Summary

Model	R	R Square	Adjusted Square	R	Std. Error of the Estimate
1	.778	.775	.775		.08518

Table 4.3.2b: ANOVA

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	408.749	5	81.750	112.675	.000
	Residual	1.923	237			
	Total	410.672	242			



Table 4.3.2c: Coefficients (Dependent Variable: Employee output)

Model	B	Std. Error	Beta	T	Sig.
(Constant)	.188	.018		10.606	.000
Collaboration tools have improved communication among civil service staff in Ebonyi State, leading to faster task completion.	.099	.013	.104	7.903	.000
The use of collaboration tools has enhanced teamwork and coordination, boosting overall employee output in the civil service.	.161	.029	.171	5.512	.000
Civil service employees in Enugu State are more productive due to easier access to shared information through collaboration tools.	.281	.014	.301	19.960	.000
Collaboration tools have reduced delays in decision-making, resulting in higher efficiency among civil service workers.	.203	.011	.225	18.877	.000
The adoption of collaboration tools has streamlined workflow processes, increasing the quality and quantity of output by civil service employees in Ebonyi State	.216	.023	.224	9.241	.000

The regression model was statistically significant, $F(5, 265) = 112.675$, $p < .05$, and accounted for 77.5% of the variance in citizen satisfaction ($R^2 = .775$, Adjusted $R^2 = .775$). The null hypothesis is therefore rejected: Collaboration tools have a significant effect on employee output in the Ebonyi State Civil Service.. All five predictors, including one drawn from the records-management construct, were significant ($p < .05$).



Hypothesis two: H₀₂: Mentoring programmes have no significant effect on the task completion rate of employees in the Ebonyi State Civil Service.

Table 4.3.1a: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.871	.868	.868	.05459

Table 4.3.1b: ANOVA

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	430.436	5	86.087	288.876	.000
	Residual	0.790	237			
	Total	431.225	242			

Table 4.3.1c: Coefficients (Dependent Variable: Task completion rate of employees)

Model	B	Std. Error	Beta	t	Sig.
(Constant)	.005	.014		.344	.731
The Knowledge acquisition practices ensures that managers and professionals have access to accurate and up-to-date information.	.228	.011	.240	21.155	.000
Continuous learning, training, and information sharing improve the quality of clinical and administrative decisions across healthcare facilities.	.211	.009	.215	24.728	.000
Effective knowledge acquisition supports evidence-based decision-making, leading to better resource allocation and improved patient outcomes.	.226	.011	.231	20.828	.000
Knowledge acquisition strengthens problem-solving capacity by enabling healthcare leaders to respond promptly to emerging health challenges.	.325	.009	.336	36.540	.000
Strong knowledge acquisition practices promote informed, timely, and strategic decisions that improve the overall performance of state healthcare institutions in Ebonyi State	.011	.008	.009	1.258	.209

The regression model was statistically significant, $F(5, 265) = 288.876$, $p < .05$, and accounted for 86.8% of the variance in service efficiency ($R^2 = .868$, Adjusted $R^2 = .868$). The null hypothesis is therefore rejected: Mentoring programmes have significant effect on the task completion rate of employees in the Ebonyi State Civil Service. Four of the five predictors in the model all drawn from the records-management construct were significant ($p < .05$); the fifth



predictor, an online-service-delivery item, did not independently contribute to the model ($p = .209$).

DISCUSSION

The result of hypotheses one, the regression model was statistically significant, $F(5, 265) = 112.675$, $p < .05$, and accounted for 77.5% of the variance in citizen satisfaction ($R^2 = .775$, Adjusted $R^2 = .775$). Hence, Collaboration tools had a significant positive effect on employee output in the Ebonyi State Civil Service. In support of the result, the theory explains how it is directly linked to this study because knowledge-sharing practices represent mechanisms through which employees exchange their skills, experiences, information and ideas with colleagues. Grant's KBV was applied to the study as the theoretical foundation for explaining how knowledge-sharing practices could influence employee performance in the Ebonyi State Civil Service.

This aligns with Pierre-Ma (2019), who examined the impact of electronic collaboration tools on supply chain performance and proposed a stage model showing that e-collaboration tools yield higher efficiency when supporting operational rather than strategic activities, such as procurement over capacity planning. It also aligns with Agada-Mba et al. (2024), who studied the effectiveness of online collaboration tools among researchers in resource-poor settings across selected Nigerian university communities, finding a strong preference for platforms such as Google Scholar, Mendeley, and Zotero, alongside common challenges including limited internet access, software compatibility issues, skill gaps, data security concerns, lack of institutional support, high subscription costs, and difficulty managing multiple platforms.

The result of hypotheses two, the regression model was statistically significant, $F(5, 265) = 288.876$, $p < .05$, and accounted for 86.8% of the variance in service efficiency ($R^2 = .868$, Adjusted $R^2 = .868$), which implies that Mentoring programmes had significant positive effect on the task completion rate of employees in the Ebonyi State Civil Service. From the theory, it showed that, In the Ebonyi State Civil Service, employees possess different forms of administrative, technical and professional knowledge. When such knowledge is effectively shared and integrated, other employees can learn from their colleagues, perform tasks more effectively and reduce duplication of effort. Consequently, knowledge sharing is expected to contribute positively to **employee performance**. According to the theory, effective utilisation of these knowledge resources should enhance employees' ability to perform their duties, improve productivity, increase work efficiency and improve the quality of service delivery. Thus, the theory provided justification for examining whether knowledge-sharing practices significantly affected employee performance in the Ebonyi State Civil Service.

This is consistent with Nyamori (2019), whose study of workplace mentoring at SOS Children's Villages found that mentorship helps new practitioners set and achieve job-related goals and boosts employee proficiency. It also aligns with Maniteja and Brychko (2025), who examined how a sustainable mentoring culture strengthens employee engagement and performance in an automotive industry organisation, reaching consensus on 14 of 29 proposed metrics, with strong



agreement across mentoring culture, employee engagement and social support, and personal learning and development.

CONCLUSION

The study concluded that collaboration tools and mentoring programmes both had a significant positive relationship with employee output and task completion rate in the Civil Service of Enugu State. This underscores their importance in strengthening employee performance: when employees exchange ideas, experience, and work-related information freely, their competence, efficiency, and confidence in carrying out assigned duties improve. Effective knowledge sharing also builds teamwork, reduces duplicated effort, and supports timely decision-making, all of which contribute to better service delivery. Overall, cultivating a culture of continuous learning and information exchange is essential for sustaining strong employee performance and achieving organisational goals. The study recommended that the Civil Service of Ebonyi State invest in and regularly update collaboration tools, while training employees on their effective use to strengthen coordination, information sharing, and overall employee output.

Ethical clearance

Ethical consent was sought and obtained from the participants used in this study. They were made to understand that the exercise was purely for academic purposes, and their participation was voluntary.

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The study was not funded.

Conflict of Interest

The authors declare that the research was conducted in the absence of any commercial or financial relationships that could be construed as a potential conflict of interest.

Authors' Contributions

Author conceived the study, including the design, author and with research assistance collated the data, and A statistician handled the analysis and interpretation, while the author wrote the initial manuscript. The author has critically reviewed and approved the final draft, and are responsible for the content and similarity index of the manuscript.

Artificial Intelligence (AI) Use Disclosure

Where AI-assisted tools were used

During the preparation of this manuscript, the author(s) used [ChatGPT) for [SPECIFIC PURPOSE, e.g., language editing, grammar correction, readability improvement, or formatting assistance]. The author carefully reviewed, revised, and verified all outputs generated by the tool and take full responsibility for the accuracy, originality, and integrity of the manuscript content.



Data availability statement

The datasets on which conclusions were made for this study are available on reasonable request.

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