

PUBLIC PERSONNEL MANAGEMENT AND EMPLOYEE'S PRODUCTIVITY IN IGNATIUS AJURU UNIVERSITY OF EDUCATION IN RIVERS STATE

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Abstract

The study examined Public Personnel Management and Employee's Productivity in Ignatius Ajuru University of Education in Rivers State. Three specific objectives, research questions and three hypotheses guided the study. The correlation research design was adopted for this study. The target population for this study consisted of eight-five (85) management staff of Ignatius Ajuru University of Education. The researcher made use of stratified random sampling method with sample size of 70 management staff. The figure was generated using Taro Yamane formula. The instrument used for data collection was a self-structured questionnaire patterned in a four-point rating scale. The collected data was analyzed using simple frequencies and percentage. Data was presented in tables and figures. Spearman Rank Correlation was used to test the hypotheses. Findings of the study revealed that work motivation, ethics and values, and attitude of workers relate to employee productivity in Ignatius Ajuru University of Education in Rivers State. It was therefore, recommended that annual performance appraisal and evaluation of workers should be properly and equitably conducted proper recruitment and selection processes should be adhered to and the work attitude of the staff should be improved to help their productivity by encouraging job satisfaction.

Keywords: Public, Personnel Management, Employee's Productivity, Work Motivation, Ethics and Values, Attitude of Workers.

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Introduction

The development of any nation depends to a very large extent on the caliber, organization and motivation of its personnel. In the specific case of Nigeria where diversity exerts tremendous influence on politics and administration, the capacity to increase the benefits and reduce the costs of this diversity constitutes a personnel management challenge of epic proportion in its public organization (Nnadi, 2017). Within an organization that focuses on recruitment, management and providing direction for the people who work in the organization. Personnel management is the

organizational function that deals with issues related to people such as compensation, hiring, performance management, organization development, safety, wellness, benefits, employee motivation, communication, administration, and training. Personnel management is also a strategic and comprehensive approach to managing people and the workplace culture and environment (Alkon, 2016). Effective personnel management enables employees to contribute effectively and productively to the overall organization direction and the accomplishment of the organization's goals and objectives.

However, people's personal experiences with civil servants frequently run counter to this stereotype. When civil servant's effort is invariable, lazy workers who work in public organization highly attract and may crowd out dedicated workers. When effort is variable, the government optimally attracts dedicated workers as well as the economy's lazy workers by offering separating contracts, which are both distorted (Bontis, 2014). Within the public organization, many of the most visible and interesting controversies, such as affirmative action, employee ethics, sexual harassment, drug testing and labour-management relations, are part of personnel management.

The productivity of employees has been a serious aspect among many administrators. Efficiency and effectiveness in an organization reflect employee productivity which shows the objectives and goals that the employees have achieved. The productivity of the employees is a good reflection of the ability of many organizations to achieve their goals. Bartel (2019) argued that an increase in turnover of the employees decrease commitment of the employees, reduce loyalty in the organization and increased stress are some of the products of unproductive workers. Consequently, effective employee productivity should focus energies in building employee competencies and improving employee productivity by aligning employee goals and that of the organization. Building employees is not an event but rather a set of integrated management practices designed to maximize employee's potential, increases employee's satisfaction. Employee productivity entails the efficiency of the worker all the effectiveness. 90% of the profits of the majority of the organization depend on employee productivity.

Employee productivity may be measured through the use of the employee output. All the member of units produced and also the time product. The productivity of the employees was assessed by the relative amount of time and resources taken by the employees compared to similar work done by other employees. Productivity can also be measured by the number of units being produced or service offered at a certain agreed time (Piana, 2013). Employee productivity is significant to the success and resources utilization of the organization since the employees take care of all other non-human resources for the purposes and achieving the set of objectives.

Concept of Personnel management

Personnel management is a strategic and coherent approach to the management of an organization most valued assets, that is, the people working there who individually and collectively contribute to the achievement of its objectives (Armstrong, 2015). Moreover, personnel management can be defined as a set of organizational activities that aims at managing a pool of human capital and ensuring that this capital is employed towards the achievement of organizational objectives. The adoption of certain bundles of personnel management has the ability to positively influence organization performance by creating powerful connections or to detract from performance when certain combinations of practices are inadvertently placed in the mix.

Personnel management can be defined as the procedures of overseeing human ability to accomplish organization's goal (Hashinda, 2015). Organizations ought to hence, guarantee that they know how to handle their most vital resources. Personnel management includes the

configuration and usage of different policies and practices that guarantee a sustainable economic upper hand, with a specific and goal to cut expenses most transitions have begun outsourcing their personnel capacities and getting rid of their human offices, as simple as it is to get another person to do payroll, they overlook that human resource workers add a human touch to the procedures for the organization throughout a typical day. Personnel management can be defined as the process of managing human talent to achieve an organization's objective. Organizations should, therefore, ensure that they know how to handle their most important asset. Personnel management involves the design and implementation of various policies and practice that ensure a source of sustainable competitive advantage. In order to cut costs, most organizations have started outsourcing their human resource functions and doing away with their personnel management departments, as easy as it is to get. Someone else to do payroll, they forget that personnel management employees add a human touch to the process for the organization in the course of a normal day. Druker (2014) referred to personnel managers as constantly worrying about their inability to prove that they are making a contribution to the organization.

Training and Development

A formal definition of training and development is any attempt to improve current or future employee by increasing an employee's ability to perform through learning, usually by challenge. Ppng the employee's attitude or increasing his or her skills and knowledge. While training is seen to be the process of imparting specific skills, developing is said to be the learning opportunities designed to help employees grow.

According to (Armstrong, 2015), training is the formal and systematic modification of behaviour through learning which occurs as a result of education, instruction, development of an organizational goal by incorporating the interests of organization and the workforce. For training to have a better effect on productivity, its design and delivery should be WelI executed. Training remains a vital to enhancing employee productivity. The organizational commitment or the relative strength of an individual's identification and involvement in a particular organization depends on effective training and development programs. According to these authors, organizations demonstrating keen insight make provisions for satisfying the training needs of their current work force. Cheng and Ho (2013) indicate that adequate training produces marked improvements in employee communication and proficiency of performances as well as extending retention, time. Moreover, when programs target communication skills with co-workers, there are significant increases on profit as well as a greater number of reported positive working relationships that are formed. Also, training and education have been shown to have a significant positive effect on job involvement, job satisfaction and organizational commitment.

Performance Appraisal

Performance appraisal is an evaluation done on an employee's productivity over a specific period of time (Buckley, 2014). It is the equivalent of a report card on an employee and how their instructors assess their productivity over the prior years. Anyone who has worked in more than one department or in more than one organization will attest to the fact that mostly all performance appraisal processes are the same. The varying systems and processes are applicable in many organizations. Unfortunately, some are done so poorly that they are not only designed to fail, but also to create a negative experience for both the instructors as well as the employees. Performance

appraisal has also been looked at as the method by which the performance and productivity of each worker is measured in order to determine his or her contribution to the effort of the organization towards the achievement of the set goals and objectives. The method used in the measurement and evaluation of worker's performance differ from one organization to another.

But the ultimate purpose is to estimate the job performance of each employee towards the achievement of organizational objectives. Performance appraisal is also carried out for the purpose of promotion and transfer to new job tasks and positions within an organization (Eldman, 2013). Performance appraisal serves as a tool for enhancing productivity in modern organization. Through the process of performance appraisal, the productivity of organizational members are measured.

Internal Career Development

Internal career development is an uninterrupted process of work life that ensures employees are developed for future positions within or outside the organization. Opportunity for career development in an organization leads to committed, qualified as well as competitive workforce (Francis, 2013). The practice of internal career development enables employees to fit in positions that are relevant to their career ambitions, needs and aspirations. This encourages optimal employee contentment and best use of employee capabilities.

Additionally, career development aids in retention and motivation of employees. Career development assists employees to set realistic goals and enhance the skills required and abilities for targeted position. Career development represents efforts to increase organizations current and potential abilities to meet its goals by providing career planning, advancement in education and training and development experiences. Internal career opportunity provides internal promotions that woo employees to remain longer in the organization since it creates a change for career growth.

Employee Relations

Employee relation covers a whole range of collective and individual interactions and communication between employers and employees. According to Verma (2015), employee relation is that facet of the organization that deals with the man power of the industry. The manpower includes all the workers, operators and managers. He continues to say cordial and peaceful relations are highly essential for increasing production. Poor labour relations in the organization are responsible for troubles like strikes, protest, agitation, frustrations and labour turnover. Employee relations is concerned with development, negotiations, applications of formal systems which include rules, procedures that govern collective bargaining, handling of disputes or grievances, disciplinary procedures and health and safety regulations among others. Harrison (2016) views employee relations as an interaction between employers and the workforce in which collective behaviour is channeled through the working of trade unions. Therefore, employee relation requires employers and trade unions to work collectively with each other through collective bargaining procedural, norms, consultation and consideration. The management in some organizations may consider unions as an impediment to workplace performance that leads to competitiveness, and this has resulted in avoidance of unions, suppression and replacement.

On the contrary, unions can help in promoting long-term investment in positive change for the organization and provide communication infrastructure, employee trust, teamwork and job security for the employees at workplace so as to lead to competitive advantage (Abbot, 2016).

Employee Motivation

Employee productivity is an assessment of the efficiency of a worker or group of workers (Brown, 2019). Productivity may be evaluated in terms of the output of an employee in a specific period of time. Typically, the productivity of a given worker will be assessed relatively to an average for employee doing similar work. Because much of the success of any organization relies upon the productivity of its workforce, employee productivity is an important consideration for businesses. In short, productivity is what comes out of production. Every organization is charged with the responsibility to motivate their employees to achieve organizational goals. Most organizations wonder how they can sustainably performance among its employees. This means looking at what can be done to encourage the employee to give their best through various reward systems in whatever work they do in the organization (Armstrong, 2011).

Productivity sustenance is therefore a concern that many organizations are looking at addressing via various means so that employees can still remain productive in the long term.

Employee Performance

Mathis and Jackson (2019), define performance as quantity of output, quality of output, timeliness of output, job attendance, efficiency and effectiveness of the work completed. In other words, employee performance means the successful completion of tasks by employees according to the standard set and measured by the direct line manager of the organization to previously set acceptable standards while utilizing available resources efficiently and effectively.

Rehman, (2019) defines employee performance as the level to which the employees may apply the knowledge, skills and attitudes in order to achieve the desired results and meeting the specified objectives. Employee performance can indirectly be measured using employee behaviour at work e.g., speed, courtesy, etiquette, precision, time management, consistency and influence on other employees. In most instances when people talk about performance it is often determined by financial performance.

Effect of training on performance

In the real world, organizational growth and development is affected by a number of factors. In light with the present research during the development of organizations, employee training plays a vital role in improving performance as well as increasing productivity. This in turn leads to placing organizations in the better positions to face competition and stay at the top. This therefore implies an existence of a significant difference between the organizations that train their employees and organizations that do not. According to Wright & Geroy (2011), employee competencies change through effective training programs. It not only improves the overall performance of the employees to effectively perform the current job but also enhance the knowledge, skills and attitude of the workers necessary for the future job, thus contributing to superior organizational performance. Most of the benefits derived from training are easily attained when training is planned. This means that the organization, trainers and trainees are prepared for the training well in advance.

According to Kenney & Reid (2016) planned training is the deliberate intervention aimed at achieving the learning necessary for improved job performance. Planned training according to Kenney and Reid consists of the following steps:

Personnel Management in University or Public Organization

The concept of personnel management has its roots in the traditional thinking in the field of personnel management and administration but represents contemporary sophisticated views and ways of managing people at work in the public organization (Buyars, 2014). Personnel management involves every aspect of dealing with employee as resources. Their views were more or less in line with personnel functions, in that they stated in their text that personnel management involves personnel management can also be seen as that which involves all management decision and practices that directly affect or influence people who work for the organization. Wikipedia defines personnel management as the management of an organization's employees. While personnel management is sometimes referred to as a "soft: management skill, effective practice within an organization requires a strategic focus to ensure that people resources can facilitate the achievement of organizational goals.

Personnel management is defined as a strategic and coherent approach to the management of an organization's most valued assets the people working there who individually and collectively contribute to the achievement of its objectives. Personnel management according to Fisher (2012) involves all management decisions and practices that directly affect or influence the people who work for the organization.

Principles of Personnel Management

Business consultants note that modern personnel management is guided by several overriding principles. Perhaps the paramount principle is a simple recognition that human resources are the most important assets of an organization, a business cannot be successful without effectively managing this resource. Another important principle, articulated by Michael Armstrong in his book, "a handbook of personnel management" is that business success is most likely to be achieved if the personnel policies and procedures of the enterprise are closely linked with, and make a major contribution to the achievements of corporate objectives and strategic plans (Buyars, 2014). A third guided, similar in scope, holds that it is human resource responsibility to find, secure, guide and develop employees whose talents and desires are compatible with the operating needs and future goals of the company.

Other personnel management factors that shape corporate culture whether by encouraging integration and cooperation across the company, instituting quantitative performance measurements, or taking some other components in business success, development and management of the organization's human resources. It is devoted to shaping an appropriate corporate culture and introducing programs which reflect and support the core values of the enterprise and ensure its success.

Position and Structure of Personnel Management

Personnel management department responsibilities can be broadly classified by individual, organizational and career areas. Individual management entails helping employees identify their strengths and weaknesses; correct their shortcomings, and make their best contribution to the enterprise. These duties are carried out through a variety of activities such as performance reviews, training and testing. development meanwhile, focuses on fostering a successful system that maximizes human resources as part of large business strategies. This important duty also includes the creation and maintenance of a change program, which allows the organization to respond to evolving outside and internal influences. The third responsibility, career development, entails matching individuals with the most suitable jobs and career paths within the organization.

Personnel management functions are ideally positioned near the theoretic center of the organization, with access to all areas of the business. Since the personnel department is charged with managing the productivity and development of workers at all levels, human resource personnel should have access to and the support of key decision makers. In addition, the personnel department should be situated in such a way that it is able to effectively communicate with all areas of the company. Personnel management structures vary widely from business to business, shaped by the type size and governing philosophies of the organization that they service. But most organization organizes personnel management functions around the clusters of people to be helped they conduct recruiting, administrative and other duties in a central location (Buyars, 2014). Different employee development groups for each department are necessary to train and develop employees in specialized areas, such as sales, engineering, marketing or executive education. In contract, some personnel management departments are completely independent and are organized purely by function. The same training department, for example, serves all divisions of the organization.

In recent years, however, observers have cited a decided trend toward fundamental reassessments of human resources structures and positions. A cascade of changing business conditions, changing organizational structures and changing leadership has been forcing personnel departments to alter their perspectives on their role and function almost over-night, wrote John Johnson in *Business Quarterly*.

Personnel Management Practice on Productivity

Given the evidence in variations in personnel management practices and productivity a natural question to ask is, are these connected? We find that the answer is “probably, yes. In the empirical section, we focus on productivity as the key outcome. Many studies look at other outcomes such as worker turnover, absenteeism, worker perceptions, etc. These are useful, but if they have no effect on productivity then in our view they are second order, generally studies use them because they have no direct evidence on productivity (Blasi, 2016).

A second for studying personnel management on productivity is that if we do see any effect, we are interested in the mechanisms through which this effect is working. For example, we expect the introduction of incentive pay to effect the type of workers who want to join and leave the firm. How important are these sorting and selections effect relatively to the pure incentive effect. Theory suggests that changing personnel management will have heterogeneous effects in this way, so this places some more testable restrictions on the data.

Challenges of Personnel Management in University

A number of factors tend to influence the optimum allocation of Human Resources policies relating to recruitment, training employment conditions and the deployment of personnel. Equally important are the prevailing management environment, socio-economic conditions and the traditional work culture.

Work Motivation and Compensation: It has been commonly assumed that public sector organizations are more likely to employ individuals whose values and needs are consistent with the public service mission of the organization. Charged with promoting general social welfare, as well as the protection of the society and every individual in it, public organizations often have missions with broader scope and more profound impact than typically found in the private sector. The composition of the public workforce has been expected to reflect the nature of the work in the public sector by attracting employees who desire greater opportunities to fulfill higher order needs

and altruistic motives by performing public service. It is these individual characteristics that are often touted as the key to motivating behaviour because understanding the values and reward preferences of public managers is essential in structuring organizational environments and incentive system to satisfy those preferences (Wittmer, 2014). In fact, it is believed that the importance public employees place on the opportunities although to be more readily available in the public sector, such as performing altruistic acts or receiving intrinsic rewards, compensates for the low levels of extrinsic rewards associated with the public sector and explains why no differences have found between public and private employee work motivation.

Public sector employees have been found to place a lower value on financial rewards. Several studies have failed to find differences in preference for monetary reward (Bontis, 2014). While others have found that even if public employees do value monetary rewards less than private employees such financial incentives still are highly valued. Evidence also has been found to suggest that public employees do not value opportunities to benefit society.

Self-Efficacy: The extent to which goals seem achievable is determined by an individual's sense of self-efficacy, the individual's judgement of his or her own capabilities to organize and execute courses of action required attaining designated types of performance. Self-efficacy influences motivation through its effect on the direction and persistence of behaviour. If employees feel more confident in their abilities, they are more likely to see goals as achievable and worthy of their effort. Higher levels of self-efficiency often are associated with better performance, because individuals who believe that they can accomplish a goal are more likely expend the necessary effort and persist in the face of obstacles. Self-efficacy has been shown to enhance certain types of performance in the public sector. Abbot (2016) found that enhancing employee self-efficacy to overcome obstacles affecting the ability to come to work can increase job attendance among public employees.

Employees Motivation Method

Financial Motivation: Public sector managers find many ways to motivate their employees, so they desire to perform to the best of their abilities. Financial rewards and incentives are common in the business world today, although, most experts agree money is not the best motivator because the motivational effect of most financial rewards does not last. According to Verma (2015) for one thing, while the presence of money may not be a very good motivator, the absence of it is a strong demotivate. Therefore, financial rewards are an absolutely necessary base to successful motivates a public sector's workers. The most common types of financial rewards that will be discussed in this paper are salary increases, profit sharing, incentive travel and paid time-off.

Salaries increases: As has been mentioned the absence of salary increases or bonuses can be a strong de-motivator, primarily because people use money as a scorecard to measure their achievement. Money is also own indicator to the person of how important he or she is perceived to be within the public sector organization if employees go for more than one year without receiving a raise or a bonus, their productivity is likely to decline and valuable employees may be tempted to look for other employment, which can be costly in rehiring expenses.

Profit-Sharing: Profit sharing can be a great way to motivate public sector staff because it benefits both the employee and te employer. This is a win-win situation for both. A couple of most commonly used types of profit sharing programmes provide immediate benefit and rewards for employees. When compensation is tied to performance, companies realize the benefit in the following way: Financial rewards are also an effective motivator, and further, have the added advantage of being a need that it generally never satisfied linking people working smarter with

some equitable reward system serves to reinforce their motivational process. The second most common type of profit sharing is rewarding with stock and as the public sector organization does better, the value of the its stock increases on value. According to Alkon (2016), “one of the highest forms of recognition is to treat an employee as if he or she is an owner of the company. This represents a long-term commitment to the individual”.

Stock is usually reserved to motivate high level managers or key people within most corporations and a couple of reasons exist for this trend. First, if managers are motivated by a profit sharing program, they will make decisions that will benefit the corporation long term. Second, most mid-to-lower level employees prefer an immediate reward or incentive like a bonus system previously discussed to reward outstanding effort.

Incentive Travel: Another effective way to financially motivate employees with incentive travel many times when employees are rewarded with cash bonuses or pay rouses, the money is used to pay off debt or everyday types of financial expenses. While money for everyday expenses is good, the added appeal of incentive travel, as a bonus or reward, is that employees would probably never buy something like it for themselves.

Incentive travel is a management tool used to motivate and recognize participants for increased levels of performance in support of company objectives. In short, it is almost a way of bribing employees to work harder. And there is evidence it worlds exceedingly well. As already mentioned, the nation is experiencing a glow economy, where people immediately cut some of the discretionary expenses in their personal budgets like vacations and personal travel. Again, according to Brown (2019), another benefit of incentives travel, according to incentive travel specialists, in that even in times when economics are suffering, incentive travel works. Therefore, even in a slow economy, companies can effectively motivate their employees through incent incentive travel, according to incentive travel specialists, is that even in times when economics are suffering, incentive travel works. Therefore, even in a slow economy, companies can effectively motivate their employees through incentive travel rewards.

Non-Financial Motivation: Effective Motivation of Employees goes beyond the financial compensation for work, and some of the most well-known companies in the world have realized the benefits of appealing to their employees drive to work intelligently and to be recognized. Most motivators lead directly to the empowerment and enabling of people to perform well. Productivity can be improved when a company focuses on the following: goal setting, communication, autonomy, responsibility and flexibility.

Concept of Ignatius Ajuru University of Education

Ignatius Ajuru University of Education, (IAUE) was previously known as Rivers State College of Education from June 1971- October 2009. Rivers State College of Education was created as an autonomous body with the College reaching an attainment of full maturity, as it became well placed to play a more dynamic role to the society. The sole purpose of establishing the college with a Governing Council which is responsible for the recruitment of staff and for the general and overall administrative and financial control of the institution (Buyars, 2014).

The college moved to its permanent site at [Rumuolumeni](#) in January, 1977 although some essential facilities were still lacking on the campus. This bold step was a definite milestone in the life of the institution, because physical presence on the spot has placed it in a better position to make further plans for its continued growth and improvement of existing facilities. A unique event in the history of the College [occurred](#) on 11th March 1978 on the occasion of its official opening and first graduation ceremony of 462 students, who received their diplomas on the successful

completion of the Nigeria Certificate in Education (NCE) programme, consisting of four sets who passed their diploma exams between 1974 and 1977.

By 1980, the Government declared her intention to initiate degree programmes in educational fields through Colleges of Education and the Rivers State Government decided to sponsor the programme in order to increase the number of teachers in the State. The [Rivers State Government](#) decided to convert Rivers State College of Education into a university in 2009 to further provide opportunities for high quality education for [Nigerians](#) especially indigenes of the State. Given that the college had for a long time been awarding degrees in affiliation with the University of Ibadan, the transition from a college of education to a university should be easy for the institution. In addition, many graduates of the extinct Rivers State College of Education yearned to improve their academic qualifications through the acquisition of university degrees, preferably within the environment they were acclimatized to. Ignatius Ajuru University of Education was established by the University of Education Law No. 8 of 2009 of the Rivers State Government passed by the Rivers State House of Assembly on 15 October 2009 and was approved by His Excellency, Chief [Rotimi Amaechi](#), the then Executive [Governor](#) of Rivers State on 20 October 2009. IAUE became the second state-owned University. The current Vice-Chancellor of IAUE is Prof. Okey Onuchukwu.

Ignatius Ajuru University of Education has six faculties, including: management sciences, social sciences, humanities, natural and applied sciences, vocational and technical education, and education. The university also has a graduate school of business that partners with the industry to provide industry-ready students to meet the desired skills for today's economy. With two faculties of business and economics, and maritime studies, students can study for one or two years on a part time basis to gain their qualifications.

Statement of the Problem

Ignatius Ajuru University of Education is faced with problems which often hampers the attainment of set goals. The productivity of any tertiary institution depends largely on the performance of its staff. For this success to be achieved, the personnel management in the institution needs to be addressed and manage. It has become customary in institutions to bounce on the workers or staff through nonpayment of their monthly salaries and reduction in their salary structure based on frivolous reasons. Sometimes, the peculiar allowances of university staff are withdrawn on grounds of poor economic situations. Under these ugly condition workers tend to wonder why such terrible treatment should be extended to them as they have remained key aspect of government consequently, there has been poor attitude to work as a result of this act, many staff play truancy in the workplace and few patriotic workers perform their functions grudgingly.

It is no longer news that workers in universities usually proceed on strike to press home their demands for improving salaries, improvement in their condition of service, provision of working tools, institution of capacity building programs among others. Apparently, the Ignatius Ajuru University of Education is not an exception. The unpalatable situation of the welfare schemes of university workers may be attributable to many factors but the most prominent and pervasive one seems to be careless neglect of failure to appreciate the important role of the workers by the school administration in the sense that for any institution to have improved productivity, the motivation is arousing workers interest in their jobs as Mishra and Ranjan (2019) assessed employee productivity on the growth of Indian oil corporation in the partner area indicated that competency-based evaluation had a positive effect on employee productivity. The problem of Ignatius Ajuru University of Education not serving their functions is a pervasive and recurring

one. This is due to the glaring underperformance of the school administration that is saddled with the responsibility of managing the university resources. Based on the above shortfall, the study therefore, tries to access public personnel management and employee's productivity in Ignatius Ajuru University of Education in Rivers State.

Aims and Objectives of the Study

The purpose of the study is to investigate Public Personnel Management and Employee's Productivity in Ignatius Ajuru University of Education in Rivers State. The specific objectives are to:

1. examine the effects of work motivation and compensation on employee productivity in Ignatius Ajuru University of Education in Rivers State.
2. investigate the effects of ethics and values on employee production in Ignatius Ajuru University of Education in Rivers State.
3. examine the effects of work attitude of workers on employee productivity in Ignatius Ajuru University of Education in Rivers State.

Research Questions

The following research questions are formulated to aid this research work.

1. Does work motivation and compensation relate to employee productivity in Ignatius Ajuru University of Education in Rivers State?
2. Does ethics and values enhance employee production in Ignatius Ajuru University of Education in Rivers State?
3. How does attitude of workers influence employee productivity in Ignatius Ajuru University of Education in Rivers State?

Research Hypotheses

The following hypotheses are used for this research work.

Ho₁. There is no significant relationship between work motivation and compensation and employee productivity in Ignatius Ajuru University of Education in Rivers State.

Ho₂. There is no significant relationship between ethics and values and employee production in Ignatius Ajuru University of Education in Rivers State.

Ho₃. There is no significant relationship between attitudes of workers and employee productivity in Ignatius Ajuru University of Education in Rivers State.

Methodology

The correlation research design was adopted for this study. Victor (2012), asserts that the purpose of correlation research is to determine whether a relationship exists or to what extent a relationship exists between two or more variables. Thus, the correlation design as adopted, investigated and established whether a relationship existed between Public Personnel Management and Employee's Productivity in Ignatius Ajuru University of Education. The target population for this study consisted of eight-five (85) management staff of Ignatius Ajuru University of Education. Sampling is the process of selecting a number of individuals for a study in such a way that the individuals selected represent the large group from which they were selected. The researcher made use of stratified random sampling method of data collection since it is an unbiased sampling method of grouping heterogeneous populations into homogenous subsets than making a selection without individual subset to ensure representatives. Sample size used for this study was determined mathematically using the Taro-Yamene formula with a sample size of 70 staff. The study made

use of structured questionnaire for the data gathering. The collected data was analyzed using quantitative. Quantitative approach was descriptive where simple frequencies and percentage was used. Data was presented in tables and figures. Spearman Rank Correlation was used to test the hypotheses.

Results

Research Question 1

To what extent does work motivation relate to compensation on employee productivity in Ignatius Ajuru University of Education in Rivers State?

Table 1: Mean Responses of work motivation relate to compensation on employee productivity.

Questionnaire	Male Staff		Female Staff	
	\bar{X}	SD	\bar{X}	SD
Work Motivation	2.1	2.10	0.2	2.6
Negative mind-set	2.7	1.2	2.5	0.8
Compensation on employee productivity	2.2	0.50	1.90	2.0
Grand \bar{X} SD	2.50	0.85	1.30	1.40

Source: Field Survey, 2023

From table 1 above, it can be observed that, work motivation relate to compensation on employee productivity in Ignatius Ajuru University of Education in Rivers State.

Research Question 2

To what extent does ethics and values relate to employee production in Ignatius Ajuru University of Education in Rivers State?

Table 2: Mean Responses of ethics and values relate to employee production

Questionnaire	Male Staff		Female Staff	
	\bar{X}	SD	\bar{X}	SD
Ethics and values	1.0	1.01	0.1	1.5
Negative mind-set	2.85	0.60	2.40	0.75
Employee production	2.20	0.80	1.4	2.0
Grand \bar{X} SD	2.0	0.70	1.35	1.21

Source: Field Survey, 2023

From table 2 above, it can be observed that, ethics and values relate to employee production in Ignatius Ajuru University of Education in Rivers State

Research Question 3

To what extent does attitude of workers relate to employee productivity in Ignatius Ajuru University of Education in Rivers State?

Table 3: Mean Responses of attitude of workers relate to employee productivity

Questionnaire	Male Staff		Female Staff	
	\bar{X}	SD	\bar{X}	SD
Attitude of workers	2.1	2.10	0.2	2.6
Negative mind-set	2.7	1.2	2.5	0.8
Employee productivity	2.2	0.50	1.90	2.0
Grand \bar{X} SD	2.50	0.85	1.30	1.40

Source: Field Survey, 2023

From table 3 above, it can be observed that, attitude of workers relates to employee productivity in Ignatius Ajuru University of Education in Rivers State.

Test of Hypotheses

Ho₁: There is no significant relationship between work motivation and compensation on employee productivity in Ignatius Ajuru University of Education in Rivers State.

Table 4: Z-test analysis of significant relationship between work motivation and compensation on employee productivity

Respondents	\bar{X}	Std	N	Df	Std Error	P	z-cal	Z-crit	Decision
Work Motivation	2.1	2.10	100	260	0.62	0.05	1.70	1.96	Accepted
Compensation on employee productivity	2.0	2.6	206						

Source: Field Survey, 2023

From table 4 above, it can be observed that the calculated value of the z-test is 1.70, while the critical value in 1.96. The hypothesis was therefore accepted in view of the fact that the calculated value is less than the critical value.

Ho₂: There is no significant relationship between ethics and values on employee production in Ignatius Ajuru University of Education in Rivers State.

Table 5: Z-test analysis of significant relationship between ethics and values on employee production.

Respondents	\bar{X}	Std	N	Df	Std Error	P	z-cal	Z-crit	Decision
Ethics and values	1.0	1.01	100	120	0.02	0.05	1.80	1.96	Accepted
Employee Production	2.0	2.6	206						

Source: Field Survey, 2023

From table 5 above, it can be observed that the calculated value of the z-test is 1.80, while the critical value in 1.96. The hypothesis was therefore accepted in view of the fact that the calculated value is less than the critical value.

Ho₃: There is no significant relationship between work attitudes of workers and employee productivity in Ignatius Ajuru University of Education in Rivers State.

Table 6: Z-test analysis of significant relationship between work attitudes of workers on employee productivity.

Respondents	\bar{X}	Std	N	Df	Std Error	P	z-cal	Z-crit	Decision
Work attitudes of workers	2.1	2.10	40	260	0.62	0.05	1.70	1.96	Accepted
Employee productivity	2.0	2.6	30						

Source: Field Survey, 2023

From table 6 above, it can be observed that the calculated value of the z-test is 1.70, while the critical value is 1.96. The hypothesis was therefore accepted in view of the fact that the calculated value is less than the critical value.

Discussion of Findings

From table 1 above, it can be observed that, three (3) of three (3) questionnaire items were accepted on the ground that work motivation relates to compensation on employee productivity in Ignatius Ajuru University of Education in Rivers State. From table 2 above, it can be observed that, two (2) of three (3) questionnaire items were accepted on bases that ethics and values relate to employee production in Ignatius Ajuru University of Education in Rivers State. From table 3 above, it can be observed that, three (3) of three (3) questionnaire items were accepted that attitude of workers relate to employee productivity in Ignatius Ajuru University of Education in Rivers State.

Conclusion

Public personnel management and employee productivity in Ignatius Ajuru University of Education in Rivers State cannot be over emphasizes. However, the study concluded that work motivation and compensation relates to employee productivity in Ignatius Ajuru University of Education in Rivers State, ethics and values relates employee productivity in Ignatius Ajuru University of Education in Rivers State, work attitude of workers relates to employee productivity in Ignatius Ajuru University of Education in Rivers State.

Recommendations

Based on the outcome of this study, the following recommendations are made.

1. Annual performance appraisal and evaluation of workers should be properly and equitably conducted.
2. Proper recruitment and selection processes should be adhered to.
3. The work attitude of the staff should be improved to help their productivity by encouraging job satisfaction.

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