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Impact of Effective Employee Performance Management on Organizational Productivity: A Study of Anambra State Civil Service System, Nigeria

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Abstract:

This study examined the impact of effective employee performance management on organizational productivity using the civil service of Anambra State, Nigeria as case study. Being a survey design, an item structured instrument developed by the researcher to reflect such options as strongly agree, agree, undecided, disagree and strongly disagree popularly referred to as five point likert scale, was used to elicit information from the respondents. From a population of 1789 senior civil servants in the state, a sample of 327 was determined using Taro Yameni's statistical formula. The major statistical tool of analysis was analysis of variance (ANOVA). All tests were carried out at 0.05 level of significance. Major findings of the study were that transparent performance appraisal process affects employee performance positively and significantly. It was also revealed that cordial labour-management relations enhance organizational productivity significantly. The study found also that selective disciplinary measures administration in an organization is a drawback on employee's performance. Similarly, training and development was found to be positively and significantly related to employee performance. It was concluded that effective employee performance management is desirable in any organization to facilitate efficient and effective performance of the employees towards the realization of organizational goals. The study recommended that workers performance appraisal process should be made as transparent as possible so that employees may be motivated to put up better performance, among other recommendations.

Keywords: Performance management, organizational productivity, public sector, labour management, training, development.

1. Introduction

The public sector organizations have more often than not been faced with problem of how to manage the performance of their employees so that they can put up optimal performance at the workplace. The way and manner organizations handle performance appraisal processes, labour-management relations, employee sanctions or disciplinary measure as well as training and development goes a long way to determine the attitude of the employees in the organization. The desire of any organization is to achieve industrial harmony because that is what facilitates the realization of the desired output level and productivity.

In some organizations, experience has shown that some employees perform at very high level requiring little or no supervision; others perform with consistent and high level supervision. These scenarios have accounted for the varying differences in many organizations (Emesowum, 2010).

Managing employee performance is not a new concept, rather what appears to be new is that approaches and methods have continued to change to keep pace with the starting break-through in technology, changing employment legislation and changing workforce composition and dynamics. Apart from this, the global competitiveness occasioned by innovation has made effective employee performance management compelling for all managers so that greater competitive advantage may be achieved through the efficiency of workers (Nwachukwu, 2009).

Workers in any organization are the life wire of such organizations, the level of technology notwithstanding. According to Idemobi (2010), employee performance in any organization is a direct function of their relationship with the management of the organization. Success in managing employee performance means recognizing that human resource is the most critical of all. Perceiving human resource in this directive will facilitate proper utilization of the realization of set goals and objectives (Eromaturu, 2010).

In the light of the above, this study focuses on key areas which have been identified as the areas that directly influence employee performance in an organization. They include organization's performance relations, method and process of administering disciplinary measures, training and development, as well as reward for hard work. The way and manner an organization handles these areas of personnel management determines to a large extent the performance of the employees.

1.1. Statement of the Problem

Civil service anywhere in the world is relied upon for effective implementation of government policies so that the people can adequately feel the impact of governance. The civil servants are expected to render effective and efficient services delivery to the members of the public as well as help government in carrying out developmental programmes that will improve the quality of life of the people. Unfortunately, this has not been so as a result of many factors which center on poor employee performance management. Civil servants have complained of poor conditions of service, lack of transparent performance appraisal process, selective administration of disciplinary measures and lack of training opportunities all of which have resulted in undesirable labour-management relations hence negative work attitudes such as absenteeism, lateness to work, and general lack of commitment to duty. In the light of the above, this study examines the relationship between the factors identified above and effective performance of the civil servants with a view to finding ways of making the civil servants more responsive to the needs of the people through efficient service delivery.

1.2. Objectives of the Study

The broad objective of the study is to examine the impact of effective employee performance management on the productivity of an organization. However, specific objectives are to;

- (i) Examine the effect of objective performance appraisal process on employee performance;
- (ii) Determine the effect of harmonious labour-management relations on organization's productivity;
- (iii) Assess the extent to which method of administering disciplinary measures can influence employee performance;
- (iv) Assess the impact of training and development on employee performance.

1.3. Research Questions

The following research questions were considered germane and raised to aid the study:

- (i) What are the effects of objective performance appraisal process on employee performance?
- (ii) What are the effects of harmonious labour-management relations on organizational productivity?
- (iii) To what extent does method of administering disciplinary measures affect employee performance?
- (iv) What are the impact of training and development on employee performance?

1.4. Research Hypotheses

The following null hypotheses were formulated to aid the study:

- (i) Objective performance appraisal process positively affects employee performance significantly.
- (ii) Harmonious labour-management relations do not positively affect organizations' productivity significantly.
- (iii) Methods of administering disciplinary measures do not influence employee performance significantly.
- (iv) Training and development does not impact significantly on employee performance.

1.5. Significance of the Study

Employee performance management is not a new concept in human resource management even though many have not come to terms with it. As a crucial aspect of personnel management, organizations (public and private) have started showing interest on how it can be used to increase the performance of the employees. The findings of this study would therefore be very useful to different stakeholders in the local government system. More specifically, the following categories of people will benefit:

1. The government will benefit from the report of the study because it will highlight the areas of urgent attention and give insight into how to repackage the needed incentives in order to make them more effective in motivating the staff.
2. The administrators of the local government authorities will by the findings of this study design a better and more responsive ways of addressing nagging issue on better conditions of service which has lingered for so long. This will make the employees less agitated and the desired harmonious work environment necessary for improved performance will be achieved.
3. The employees will by the findings of this study know how to imbibe the spirit of give and take built on mutual understanding that is needed in industrial relations.
4. The employees will be empowered through the implementation of the recommendations to effectively facilitate the provision of services to the communities as expected.
5. Researchers who want to carry out further studies in this area will find the report very useful because it will provide them with basic information necessary for taking-off.

1.6. Scope of the Study

The study covered all the local government councils in Anambra state through the sample of six (6) out of the twenty-one (21) local government councils in the state. Two local government councils were selected from the three senatorial districts in the state. In terms

of content, the study concentrates on issues surrounding employee performance management to enhance employee performance, increase productivity and output.

2. Review of Related Literature

In this section of the study, related works to the subject matter were reviewed under the following sub-headings: conceptual review, performance appraisal process in an organization and employee performance, the influence of harmonious labour-management relations or organizational productivity, disciplinary measures in an organization and employee performance, employee training and development for enhanced performance in an organization, empirical review and theoretical framework.

2.1. Conceptual Review

Performance management has been defined by many authors in different ways; for instance, Wurim (2012) defines it as a system which consists of the processes used to identify, encourage, measure, evaluate, improve and of course reward employee performance. Armstrong and Baron (2009), says it is a strategic and integrated approach to delivering the performance of the people in them and by developing the capacities of teams and individual contributors. Therefore, since organizations exist to achieve goals, the degree of source that individual employees have in reaching their individual goals become a critical stage in the human capital planning process. An organization's goal can be achieved only when people put in their best efforts. How do we ascertain whether an employee has shown his or her best performance on a given job assignment? The answer, according to Wurim (2012) is performance appraisal. In simple terms, performance appraisal may be understood as the assessment of an individual's performance being measured against such factors as job knowledge, quality and abilities, supervision, dependability, cooperation, judgment, versatility, health and the likes (Aswathappa, 2005). In this regard, numerous methods have been devised to measure the quality and quantity of employee's job performance and they include rating scale, checklist, forced choice method and critical incident method.

Another strong factor that aids the performance of an employee in the organization is training and development. In the opinion of Schuler (2008), training and development is any attempt to improve current or future employee performance by increasing an employee's ability to perform through learning, usually by changing the employee's attitude or increasing his or her skill and knowledge base. Schuler goes on to observe that the need for training and development is determined by the employee performance deficiency identified from an unbiased appraisal process. This performance deficiency is computed as follows: "Training and development need = standard performance- Actual performance".

According to Egbo and Okeke (2009), productivity is the output in goods and services of an organization relative to expended resources. They added that it is the capacity or situation whereby an individual or organization produces maximum results with the available human, financial and material resources to achieve organizational objectives. Herman (2012) defined productivity as output of goods and services per unit of resources used in the production process. They have also defined performance management as the process of optimizing employee outputs to the goals of the organization by managing talents and abilities together with job environment and employee morale. To Ivancerich (2010), it is the process by which executives, managers and supervisors work to align employee performance to the firm's goals. In other words, it is a means of getting better results for the organization.

2.2. Organization's Performance Appraisal process and Employees Performance

Armstrong (2011) had noted that issues of accuracy and fairness in performance appraisal is one of the key research interests. He stated that in the field of human resource management, performance appraisal is the foremost in trying to measure the performance and potential of the worker in any organization. But he quickly added that the purpose of measuring performance is not only to indicate where things are not going according to plan but also identify why things are going well so that steps can be taken to build on successes achieved.

Performance appraisal is a systematic way of evaluating performance and providing feedback on which performance adjustment can be made (Egbo and Okeke, 2009). As pointed out by bates and Holton (2005), it is a multidimensional construct, the management of which varies depending on a variety of factors. The evaluation of the performance of employee is part of the staffing functions of the line-managers. The essence is to ascertain the extent employees have carried out their duties and tasks over a given period of time.

Performance appraisal has become a key feature of an organization's drive towards competitive advantage through a continuous enhanced performance of integrated performance framework (Stebler, 1997) Akinyele and Obamiro, 2005). The content of performance evaluation according to McGregor (1997), influences employees' performance and employee satisfaction. Specifically, performance and employee satisfaction are behavioral result oriented criteria when career issues are discussed and when the employee has the opportunity to participate in evaluation process. Appraisal, according to Nwachukwu (2009), acts as an information processing system providing vital data for rational objective and efficient decision making regarding improving performance, identifying training needs, managing careers and setting levels of reward. He remarked that sequel to performance evaluation is the issue of performancefeedback. Feedback is the process through which employees are made to know how much they have performed, given the expectations of the organization from each of them.

In the opinion of Nzelibe (2009), the employee should actually be made to know what is expected of him/her. He cautioned that unless an officer has a clear understanding of what he/her is trying to achieve (which may be different from what in fact he/she spends most of the time doing), of what standards he/she is expected to maintain and how well he/she is measuring up to these requirements, his/her performance will be significantly lower than it could have been.

2.3. Influence of Labour-management Relations on Organizational Productivity

Armstrong (2004) defined labour relations as consisting of all those areas of human resources management which involves relationships with employees directly and (or through collective agreement where trade unions are recognized. The idea of industrial or labour-management relations involve collective bargaining and groups negotiations. It is the regulation of employment regulations in any employment situation by the employer or management, the workers' organization and a third-party, private and/or government activities as an umpire or controller).

Anikeze (2007) identify the following areas as some of the areas of contention in labour-management relations, they include: employment problems and job security, conditions of services (hours of work, shift where applicable, holidays, etc.) remuneration levels and image fixing, settlement of grievances and disputes, level of productivity and production efficiency, social security, retirement, upgrading, promotions and employee development as well as injury or accident compensation. Success or failure in handling all these is a direct function of the relationship between labour and employer.

As Ewuim and Ubochi (2007) have observed, disagreement often occurs in each area of employment and conditions of service such as poor working conditions, poor fringe benefits, management's highhandedness, poor remuneration and anti-union activities which often impact negatively on productivity. Nwizu (2002) and Obikoya (1996) had observed that dispute arises more from inequitable salaries and wages, and fringe benefits, uncondusive work environment, inadequate welfare package for workers such as housing, transportation, medical allowances etc. Other areas of dispute according to them are: failure on the part of the management or government to fully implement terms of agreement whenever it is reached, illegal dismissal of employee, irregular promotions, vindictive or punitive transfers or redeployment, undeserved demotion, proscription of workers' union and illegal detention of union leaders, management's deliberate exclusion of union leaders in vital decisions making on issues that affect their continual stay in the organization. They noted that under cordial relationship, these identified areas of conflict are often effectively managed for mutual benefits in the organization. But Noah (2008) noted that employees want to be part of decision making process, especially on issues that affect them directly so as to give them sense of belonging. This will also create congenial work environment where both the management and the workers will voluntarily contribute to healthy industrial atmosphere.

2.4. Impact of Objective Disciplinary Measures on Employee Performance

Discipline and grievance are words used to the working relationship between employees and the employing organization; both are seeking a good fit in the foundation of the employment relationship (Ngige, 2011). Thus, the manager acting as the employer's agent and the employee seeking for better conditions of service, disagreement may arise. As a last resort, either can terminate the contract, but there are many possibilities of mutual adjustment before that final step is taken. The employer seeks adjustment through process of discipline, while the employee seeks adjustment through process of grievance settlement.

To whether and Davis (1996), discipline is management action that encourages compliance with organizational standards. Torrington and Hall (1991) are of the opinion that discipline is regulation of human activity to produce a controlled performance. Decenzo and Robbins (2007) on their own believe that discipline is a condition in an organization where employees conduct rules and standards of accountable behaviour. Tutuncu and Kozak (2006) observe that discipline is the practice of training people to obey rules and orders and punishing them if they do not, the controlled behaviour or situation that results from this training. Therefore, disciplinary measure is concerned with the punishment of the people who break rules. Accordingly, there are procedures for meting out punishment for misconduct in organizations. It differs in type and measure according to the organization implementing it.

In the opinions of Torrington and Hall (2004), disciplinary action can be punitive rather than corrective depending on the disposition of the person who is using it out and the management style in the organization. They remarked that fair treatment produces better result because when rule violations are enforced in an inconsistent manner, the rule loses its impact. Consequently, morale will decline and employees will question the competence of management because productivity will equally suffer as a result of the employee perceived insecurity and anxiety. When discipline becomes selective, there is bound to be crises in the organization which surely affects performance both at individual level and collectively negatively. In the light of the above, sanction or discipline is understood to be a means of correcting or punishing misdeed in an establishment. But while this observation is correct and acceptable, it must be carried out in a manner that in every situation, justice will not only be done but will be seen to have been done.

Nwachukwu (2009) observes that management's inability to enforce discipline can be a reason for employee dissatisfaction, low morale and consequently low productivity. All forms of discipline, however rigid are to prevent the individual from breaking the rules. Discipline seldom compels good behaviour, successful discipline induces the individual to control himself by avoiding proscribed actions. This implies that an organization must have reasoned and communicated to all employees and ensure that they are enforced.

2.5. Impact of Training and Development on Employee Performance

According to Nwachukwu (2009), success in any organization substantially depends on the people who work in the organization to achieve the organization's objective through effective and efficient performance. He went on to point out that emphasis placed by the organization on the training and development of employees is implicit emphasis places on productivity. Thus, any organization that lays little or no emphasis on the training of the staff is encouraging obsolesce and inflexibility in the organization, and appears not to recognize the changing environment in which it operates.

It must be noted that technological innovations taking place every day renders today skills and methods ineffective for tomorrow's activities. Thus, one of the crucial functions of the management and of course the human resource manager is to ensure that employees without the necessary skills are helped to acquire them, while those who do not are helped to update them towards the achievement of

the organization's objectives, he added. Furthermore, in managing employee performance to achieve efficiency and increased productivity, training and development of the workforce has been identified as a crucial component in the process. As Nnadozie (2007) puts it, "training and development of the human resources of every organization is a sine-qua-non to the growth and development of the organization". He stated that the exploitation and utilization of the material resources towards the achievement of goals and objectives in any institution usually depend on the resourcefulness of the human resource of the institution which in turn is a function of effective human resource development programme. Corroborating this view, Onah (2008) posits that the importance of staff training and development in any organization clears if it is understood that the structure that sustains every organization depends on the individuals that operate the structure. Laxmikanth (2006) is of the opinion that training is an action process which capabilities of the personnel can be improved to meet the organizational needs in the areas of knowledge, skills and abilities required in performing organizational tasks and functions within relatively short period of time. It is the process of development skills, habits, knowledge and attributes in employees for the purpose of increasing the effectiveness of the employees for service delivery and future organizational positions.

According to Tirmizi and Shazad (2009), employee, training is usually undertaken by organizations to enable the employees either enhance their existing skills or acquire new ones and the success or failure of any organization depends on the productivity of the employees. The employee who possesses necessary skills for his/her job sees him/herself as a professional and acts accordingly. He/she needs little or no supervision and takes pride in accomplishment; and looks forward to a successful career in the organization. In a related development, Schuler and Jackson (2005) observe that one of the aims of a training programme is to educate the employees about the workings of the organization of which he/she is a part. It is through proper understanding of the problems and prospects of an organization that an employee appreciates the role he/she is expected to play towards the attainment of its goals. This, definitely, is the compelling reasons on that they remarked as follows:

Job related education that help the employee to understand and perform his task better promotes employee loyalty to the organization. Courses that bear directly on the work itself help to motivate employees by aiding them to achieve self-realization.

Laird (2008) noted that training needs exist once there is a gap between what an employee actually knows and does and what he/she is expected to know and do. Such differences constitute what is known as performance gap, according to him. Indeed, it is the shortfall between the level of performance of an employee and the level of expected performance (Maduabum 2002). A need, he adds, could also occur when the quantity and quality of the job of an employee are increased and additional responsibilities cannot be accomplished either due to lack of knowledge or as a result of other exogenous variables.

Apart from skills and knowledge acquisition, training also serves as a motivational force to the employee. Employees in both the private and public sector organizations are happy when they are sent on training or even seminars and workshops. This is because they are aware that in such human capital development exercises, at least one new thing or the other must be learnt to the advantage of the employee. In addition, all such empowerment programmes often go with the payment of allowances especially in the public sector.

Therefore, training does not only develop the capacity and skills of the employee but also attracts some financial compensation which more than anything else motivates the employees in the public sector organizations like the local government system.

2.6. Theoretical Framework

The theory upon which this study was anchored is Victor Vroom's Valence Expectancy theory, propounded in 1964. The choice of the theory was informed by the fact that the issues in employee performance management can better be explained under the framework of the theory. It is popularly called Valence-Instrumentality Expectancy (VIE). The theory assumes that if one thing happens, it will lead to another and that the expectancy in the proposition is the probability that an action or effort will lead to an outcome. Vroom clarifies thus:

Where an individual chooses between alternatives which involve uncertain outcomes he is not only moved by what he expects, but also by the degree to which he believes these outcomes to be possible. Expectance is a momentary belief concerning the likelihood that a particular act will be followed by a particular outcome.

In fact, according to Vroom, the model is based on the assumption that man is a rational being and will always try to maximize his pay-off. He will choose an alternative that would give him the most benefit. Hence, according to the theory, motivation to work is strongly determined by an individual's perception that a certain type of behaviour will lead to certain type of outcome and his personal preference for that type of outcome (Chandan, 1987). Put differently, Vroom who attacked Herzberg's two factor theory on the ground of being too dependent on the constant and context of his research, was of the opinion that a person's motivation towards an action is determined by his anticipated values of all positive and negative outcomes of the action multiplied by the person's expectancy that the outcome would yield the desired goals (Vroom, 1964). He contended that motivation is produced by the anticipated worth of an action to a person's perception of the probability that his goal would be achieved. Vroom's theory can be stated thus: motivational force = Valency \times Expectancy.

Expectancy is the perception that a particular outcome will occur as a result of certain behaviour while Valence is concerned with how much value an individual place on a specific outcome. Both must be present before a high level of motivation can occur (Ile, 1999). In its form, the theory is concerned more with choice behaviour of both the management and the worker, which can lead to desired outcome or regard (Peretomade, 1991).

According to Ejiofor (1984), the theory states that motivation which an employee exerts to do his job depends on both expectancy and valence.

This theory has been found to be useful in explaining employee satisfaction and effectiveness vis-à-vis the nature of their (employees) interaction with the management. Employees expect human and impartial treatment from the management and the management in

return expects undivided loyalty and effective performance from the employees so that in the end, common objective of achieving the organizational goal may be attained.

2.7. Empirical Review

Wurim (2012) did a study on talent management and employee productivity in public sector organizations of Nigeria. The study adopted survey investigation method and a sample of 349 top, middle and low level management staff of five public sector organizations in Nigeria. Using the Kruskal-Wallis test statistic in analyzing the data, the study found that the implementation of proper talent management practice in Nigeria public organizations where they exist, significantly impacts on employee productivity, because it is another form of motivation.

Owoyemi and George (2013) carried out a study on the use of objective performance appraisal process in enhancing employee performance in public sector agencies in Nigeria. Using a sample of 220 employees of the public sector agency in Nigeria, the study found that there is a significant relationship between appraisals and employees' performance and that in order for the organization to achieve set objectives, a good reward system for high performance must be established. In another development, Holloway (2009) studied performance management from multiple perspectives and the essence of taking stock. The study adopted a cross disciplinary approach. The findings of the study include the following: in spite of a number of barriers to knowledge transfer, and tensions and gaps within the performance management research portfolio (described in the paper), much progress has been made that it will advance further through active involvement with practitioners and cross discipline boundaries.

In another study carried out by Hasni and Nura (2014) to investigate the relationship between separation and performance management system of academics in Nigerian universities, the mediating effect of e-HRM was equally investigated. As a quantitative research approach, the study found a mediation effect of e-HRM on the relationship between employee separation and employee performance. The result was confirmed through the t-value of 2.4540088 which was statistically significant at 0.05 (α) level.

Eleine, Hailey and Kelliher (2010) carried out a study of high commitment performance management and the role of justice and trust. The study sought to explore the relationship between employee perceptions of a particular subsystem of HRM practice (performance management) and their commitment to the organization.

In addition, the study examines the mechanisms by which these perceptions translate into employee's attitude and behaviour. The method was survey design which used 524 persons as the sample. The findings showed the link between employee experiences of high commitment performance management (HCPM) practices and their level of commitment is strongly mediated by related perceptions of organization justices. In addition, the level of employee trust in the organization is a significant moderator.

Ajayi, Awosusi, Arogundade and Ekundayo (2011) did a study that examined the relationship between work environment and the job performance of academic staff in South West Nigerian Universities. Survey method was used in the study and 1500 respondents constituted the sample. The study used frequency count, percentage and Pearson product moment correlation coefficient as tools for data analysis. It was found that there is significant relationship between the work environment which include all manner of employee motivation and job performance of academic staff in the universities.

Arinze (2002) did a study on employee performance management in tertiary institutions using Nnamdi Azikiwe University, Awka as case study. Survey design was adopted in the study which used 200 academic and non-academic staff as the sample. The study found among others that employees who undergo regular training in public organizations are likely to put up better performance than those who do not. In a similar vein, Emesowum (2010) carried out a study on the impact of performance evaluation on workers' productivity in public companies using Power Holding Company of Nigeria (PHCN) in Anambra state as case study. As a survey design, the study used a sample of 161 selected from the staff of PHCN in Anambra state. The study found that employee performance in an organization is a direct function of their motivation with regard to reward (intrinsic and extrinsic) for hard work, non-selective disciplinary measures, harmonious labour-management relations among other findings.

As the empirical review has shown, there have been studies relating to the subject matter of this study and in the public sector organizations too. It is however doubtful if any has been conducted in the local government system hence it is quite necessary to carry out such evaluation in the local government given their strategic importance in providing effective service delivery to rural dwellers. This gap is what has given impetus to this study.

3. Research Methodology

As a descriptive survey design, the study involved three categories of senior civil servants of grade levels 07 and above located at the state secretariat, Awka, Anambra State Nigeria. The population was segmented to reflect standard groupings in civil service in the following order: 07 – 10, 12 – 14 and 15 – 17 with population size of each being 894, 700 and 195 respectively. Thus, showing an overall population of 1,789 (one thousand seven hundred and eighty-nine). The sample size was determined using Taro Yemani's (1964) statistical formula as follows:

$$n = \frac{N}{1 + (e)^2}$$

Where:

n = sample size to be determined

N = population of interest

e = error margin (0.05)

1 = constant value

$$n = \frac{1789}{1 + 1789(0.05)^2}$$

$$= 326.9$$

$$n = 327$$

Thus, 327 is the sample size.

S/N	Population description	Population	Sample Proportion	(%) total
1	07 – 10	894	163	50.0
2	12 – 14	700	128	39.1
3	15 – 17	195	36	10.9
	Total	1789	327	100

Table 1: Population and Sample Proportion
Source: Field Survey, 2015

From the population, 327 respondents were selected across each categories of the defined population, through the application of simple random sampling with the aid of table of random numbers.

3.1. Method of Data Collection

This study combined both primary and secondary data for the analysis. Primary data comprises of data obtained by administering questionnaire directly to the respondents. Out of the 327 questionnaire that were administered, 321 were completed and retrieved thus showing a response rate of 98.2 percent. The secondary data on the other hand, were sourced from: thesis, publications in academic and professional journals, books, archives among others. The questionnaire was structured on five point –Likert scale with weights assigned to; strongly Agree (SA) = 5, Agree (AG) = 4, Undecided (UND) = 3, Disagree (DA) = 2 and Strongly Disagree (SD) = 1.

3.2. Method of Data Analysis

The data gathered for the study were analyzed using analysis of variance (ANOVA) developed by Fisher in 1923 for studies with population of more than two (2) means. It is known as an F-test. However, the analysis is restricted to one-way analysis of variance. The reason for using ANOVA is to compare different population means existing within the group and between the groups or determine the existence of differences if any, among several population means. The null and alternative hypotheses were tested for the opinions of different categories of senior civil servants at 0.05 level of significance. Decision rule was applied to either accept or reject the null hypothesis at a point where F-tabulated value or F-calculated value is greater than or less than the other.

4. Data Presentation and Analysis

All data gathered in this study were analyzed in this section using appropriate statistical tool of analysis for variance (ANOVA) as stated above. All tests were carried out at 0.05 level of significance.

S/N	Item	Alternative Reponses					Total
		SA	A	UND	D	SD	
1.	Staff appraisal as a feedback mechanism when carried out objectively enhances employee performance.	140	144	7	20	10	321
2.	Training and development needs of an organization are better determined by the results of an appraisal exercise.	138	148	8	20	7	321
3.	Staff are better motivated by transparent appraisal process than subjective evaluation.	139	152	6	14	10	321
4.	Unbiased appraisal results provide good guide for effective and purposeful staff redeployment.	143	151	7	10	10	321
5.	The content of performance evaluation influences employee productivity greatly.	145	151	2	15	8	321
6.	In my ministry, employees are not communicated the performance level required of them after an appraisal exercise.	137	158	4	12	10	321
7.	Not making expectations clear to employees lowers performance thereby reducing organization's productivity.	147	145	15	9	5	321
8.	As a basis for reward allocation employees perform to impress the overall productivity of the organization.	140	153	7	13	8	321
9.	Appraisal results guide an organization in future planning strategies and current decisions.	136	161	6	10	8	321
10	An appraisal method that promotes structured system of measuring employee's performance will increase organizations overall output.	147	145	15	9	5	321
Total		1412	1508	77	132	81	3210
Percentage of Total		(44.0)	(47.0)	(2.4)	(4.1)	(2.5)	(100)

Table 2: Effect of Objective Performance Appraisal Process on Employee Performance

Note: Figures in parenthesis are percentages

S/N	Item	Alternative Responses					Total
		SA	A	UND	D	SD	
1.	Staff appraisal as a feedback mechanism when carried out objectively enhances employee performance.	700	576	21	40	10	1347
2.	Training and development needs of an organization are better determined by the results of an appraisal exercise.	690	592	24	40	7	1353
3.	Staff are better motivated by transparent appraisal process than subjective evaluation.	695	608	18	28	10	1359
4.	Unbiased appraisal results provide good guide for effective and purposeful staff redeployment.	715	604	21	20	10	1370
5.	The content of performance evaluation influences employee productivity greatly.	725	604	6	30	8	1373
6.	In my ministry, employees are not communicated the performance level required of them after an appraisal exercise.	685	632	12	24	10	1363
7.	Not making expectations clear to employees lowers performance thereby reducing organization's productivity.	735	580	45	18	5	1383
8.	As a basis for reward allocation employees perform to impress the overall productivity of the organization.	700	612	21	26	8	1367
9.	Appraisal results guides an organization in future planning strategies and current decisions.	680	644	18	20	8	1370
10	An appraisal method that promotes structured system of measuring employee's performance will increase organizations overall output.	735	580	45	18	5	1383
Total		7060	6032	231	264	81	13,668
Percentage of Total		(51.7)	(44.1)	(1.7)	(1.9)	(0.6)	(100)

Table 3: Weighted Responses for Relationship between Appraisal Process and Employee Performance

Note: Figures in parenthesis are percentages.

To get the weighted values in Table 3 above, strongly agree (SA) = 5; Agree (AG) = 4; undecided (UND) = 3; disagree (DA) = 2 and strongly disagree (SD) = 1.

S/N	Item	Alternative Responses					Total
		SA	A	UND	D	SD	
1.	Management that rewards workers irrationally may not succeed.	135	144	7	21	14	321
2.	Any management structure that fails to recognize and respect workers' union is likely to always have low productivity.	129	153	9	18	12	321
3.	Management that closes out workers' union in major decisions that affect them is unlikely to succeed.	145	140	11	15	10	321
4.	Insensitive attitude towards workers' plight is capable of lowering workers' performance.	121	163	10	13	10	321
5.	Poor conditions of service manifesting in irregular payment of salaries and wages and other fringe benefits impact negatively on employee's performance.	144	156	4	10	7	321
6.	Effective management of employee performance demands compromise on both sides for mutual benefits.	137	160	8	8	8	321
7.	Victimization of union members by the management leads to serious industrial dispute.	145	145	6	15	10	321
8.	Workers are justified to embark on indefinite strike action any time government fall short of expectations or reneges on agreement.	139	149	5	20	8	321
9.	Any organization that gives less attention to workers' welfare is likely not to achieve its set objectives.	147	141	5	20	8	321
10	Both management and employees must be in cordial relationship for better productivity to be achieved in the organization.	147	154	4	9	7	321
Total		1389	1505	69	150	97	3210
Percentage of Total		(43.3)	(46.9)	(2.1)	(4.7)	(3.0)	(100)

Table 4: Effect of Harmonious Labour-Management Relations on Organization's Productivity

Note: Figures in parenthesis are percentages

S/N	Item	Alternative Responses					Total
		SA	A	UND	D	SD	
1.	Management that rewards workers irrationally may not succeed.	675	576	21	42	14	1328
2.	Any management structure that fails to recognize and respect workers' union is likely to always have low productivity.	645	612	27	36	12	1332
3.	Management that closes out workers' union in major decisions that affect them is unlikely to succeed.	725	560	33	30	10	1358
4.	Insensitive attitude towards workers' plight is capable of lowering workers' performance.	605	652	30	28	13	1328
5.	Poor conditions of service manifesting in irregular payment of salaries and wages and other fringe benefits impact negatively on employees' performance.	720	624	12	20	7	1383
6.	Effective management of employee performance demands compromise on both sides for mutual benefits.	685	640	24	16	8	1373
7.	Victimization of union members by the management leads to serious industrial dispute.	725	580	18	30	10	1363
8.	Workers are justified to embark on indefinite strike action any time government fall short of expectations or reneges on agreement.	695	596	15	40	8	1354
9.	Any organization that gives less attention to workers' welfare is not likely to achieve its set objectives.	735	564	15	40	8	1362
10	Both management and employees must be in cordial relationship for better productivity to be achieved in the organization.	735	616	12	18	7	1388
Total		6945	6020	207	300	97	13569
Percentage of Total		(51.2)	(44.4)	(1.5)	(2.2)	(0.7)	(100)

Table 5: Weighted Responses for Labour-Management Relations and Organizational Productivity

Note: Figures in Parenthesis Are Percentages.

To get the weighted values in Table 5 above, strongly agree (SA) = 5; Agree (A) = 4; Undecided (UND) = 3; Disagree (D) = 2 and strongly disagree (SD) = 1.

S/N	Item	Alternative Responses					Total
		SA	A	UND	D	SD	
1.	There must be disciplinary measures/sanctions in an organization to check workers' excesses.	140	146	8	19	8	321
2.	Selective disciplinary measures and unsettled grievance lower moral of the employee and so affect performance negatively.	143	131	7	10	10	321
3.	When disciplinary measures become punitive rather than corrective, it loses its potency.	137	158	4	12	10	321
4.	When cases of misconduct are not properly investigated, wrong judgment may be passed with dire consequences for performance.	145	151	2	15	8	321
5.	Punishment must be meted out to those who run foul of the law in an organization.	136	161	6	10	8	321
6.	A detached management cannot administer disciplinary measure that will be acceptable to all.	147	145	15	9	5	321
7.	When management enforces discipline, it controls unacceptable behaviours in the workplace.	139	145	7	20	10	321
8.	Whenever an employee is dissatisfied with work environment, he/she automatically becomes a disciplinary problem.	153	147	4	10	7	321
9.	It is better to avoid situations that could attract sanctions because of its implication for performance.	144	154	3	10	10	321
10	Workers must be made to see disciplinary action as measures put in place to enforce compliance with the laid rules and regulations in the workplace.	145	145	4	15	10	321
Total		1429	1503	60	130	86	3210
Percentage of Total		(44.5)	(46.8)	(1.9)	(4.0)	(2.7)	(100)

Table 6: Selective Sanctions and Employee Performance

Note: Figures in Parenthesis Are Percentages

S/N	Item	Alternative Reponses					Total
		SA	A	UND	D	SD	
1.	There must be disciplinary measures/sanctions in an organization to check workers' excesses.	700	584	24	38	8	1354
2.	Selective disciplinary measures and unsettled grievance lower moral of the employee and so affect performance negatively.	715	524	21	20	10	1290
3.	When disciplinary measures become punitive rather than corrective, it loses its potency.	685	632	12	24	10	1363
4.	When cases of misconduct are not properly investigated, wrong judgment may be passed with dire consequences for performance.	725	604	6	30	8	1373
5.	Punishment must be meted out to those who run foul of the law in an organization.	680	644	18	20	8	1370
6.	A detached management cannot administer disciplinary measure that will be acceptable to all.	735	580	45	18	5	1383
7.	When management enforces discipline, it controls unacceptable behaviours in the workplace.	695	580	21	40	10	1346
8.	Whenever an employee is dissatisfied with work environment, he/she automatically becomes a disciplinary problem.	765	588	12	20	7	1392
9.	It is better to avoid situations that could attract sanctions because of its implication for performance.	720	616	9	20	10	1375
10	Workers must be made to see disciplinary action as measures put in place to enforce compliance with the laid rules and regulations in the workplace.	725	580	12	30	10	1357
Total		7145	5932	180	260	86	13603
Percentage of Total		(52.5)	(43.6)	(1.3)	(1.9)	(0.6)	(100)

Table 7: Weighted Responses for Relationship between Selective Sanctions and Employee Performance

Note: Figures in Parenthesis Are Percentages

Source: Field Survey 2015

To get the weighted values in Table 7 above, strongly agree (SA) = 5; Agree (A) = 4; Undecided (UND) = 3; Disagree (D) = 2 and strongly disagree (SD) = 1.

S/N	Item	Alternative Reponses					Total
		SA	A	UND	D	SD	
1.	Organizations that take interest in staff training and development enjoy high performance level from the employees	147	145	15	9	5	321
2.	Training needs in an organization must emanate from appraisal results for it to be effective on performance.	140	146	8	19	8	321
3.	Skills and capacities of the employees can only be developed through training programmes.	136	161	6	10	8	321
4.	Training needs in an organization exists whenever there is gap between what the employee knows and what he is expected to know and do.	147	145	15	9	5	321
5.	Employee who are given the opportunity to attend training are often motivated to perform better.	153	147	3	10	10	321
6.	Any employee who has undergone a good training program feels confident that he is capable of executing his daily tasks.	126	149	11	25	10	321
7.	The emphasis placed on training by any organization is the emphasis placed on productivity implicitly.	129	141	11	21	19	321
8.	Any employee who benefits from organizational training programs always shows loyalty to the organization.	152	129	5	19	16	321
9.	Skills of the employee cannot be developed except if he/she undergoes a training program.	147	154	4	9	7	321
10	Workshops and seminars are the main avenues through which public servants update their knowledge for effective performance.	136	161	6	10	8	321
Total		1413	1478	84	141	96	3210
Percentage of Total		(44.0)	(46.0)	(2.6)	(4.4)	(3.0)	(100)

Table 8: Impact of Training and Development on Employee Performance

Note: Figures in parenthesis are percentages

Source: Field Survey 2015

S/N	Item	Alternative Responses					Total
		SA	A	UND	D	SD	
1.	Organizations that take interest in staff training and development enjoys high performance level from the employees	735	580	45	18	5	1383
2.	Training needs in an organization must emanate from appraisal results for it to be effective on performance.	700	584	24	38	8	1354
3.	Skills and capacities of the employees can only be developed through training programmes.	680	644	18	20	8	1370
4.	Training needs in an organization exists whenever there is gap between what the employee knows and what he is expected to know and do.	735	580	45	18	5	1383
5.	Employees who are given the opportunity to attend training are often motivated to perform better.	765	588	9	20	10	1392
6.	Any employee who has undergone a good training program feels confident that he is capable of executing his daily tasks.	630	596	33	50	10	1319
7.	The emphasis placed on training by any organization is the emphasis placed on productivity implicitly.	645	564	33	42	19	1303
8.	Any employee who benefits from organizational training programs always shows loyalty to the organization.	760	516	15	38	16	1345
9.	Skills of the employee cannot be developed except if he/she undergoes a training program.	735	616	12	18	7	1388
10	Workshops and seminars are the main avenues through which public servants update their knowledge for effective performance.	680	644	18	20	8	1370
Total		7065	5912	252	282	96	13607
Percentage of Total		(51.9)	(43.4)	(1.9)	(2.1)	(0.7)	(100)

Table 9: Weighted Responses for Relationship between Training and Employee Performance

Note: Figures in parenthesis are percentages

To get the weighted value in Table 9 above, strongly agree (SA) = 5; Agree (A) = 4; undecided (UND) = 3; Disagree (D) = and strongly disagree (SD) = 1

4.1. Test of Hypothesis

All hypothesis set to guide the study were verified in this section through the analysis of variance ANOVA at a significance level of 0.05.

4.1.1. Hypothesis One:

- H_0 : Appraisal process does not affect employee performance in civil service
- H_1 : Appraisal process affects employee performance in civil service.

X	ANOVA			
Source of Variation	Sum of squares	df	Mean square	F.ratio
Between Groups	2458214.301	4	614553.575	1644.990
Within Groups	16811.601	45	373.591	
Total	2475025.902	49		

Table 10: Summary of Analysis of Variances for Hypothesis I

Source: SPSS software version 20

$F_{\text{tabulated}} = F_{(0.05), 4, 45} = 2.53$ (at 5% level of significance); $F_{\text{calculated}} = 1644.990$.

➤ Decision Rule I:

From the above table, $F_{\text{calculated}}$ (1644.990) is greater than $F_{\text{tabulated}}$ (2.53). Consequently, the null hypothesis was rejected and the alternative which suggests that performance appraisal process affects employee performance in civil service was accepted.

4.1.2. Hypothesis Two:

- H_0 : Labour-management relations do not affect organizational productivity.
- H_1 : Labour-management relations affect organizational productivity

X	ANOVA			
Source of Variation	Sum of squares	df	Mean square	F.ratio
Between Groups	2354711.102	4	588677.776	1656.917
Within Groups	15987.809	45	355.285	
Total	2320698.911	49		

Table 11: Summary of Analysis of Variance for Hypothesis II

Source: SPSS software version 20

$F_{\text{tabulated}} = F_{(0.05), 4, 45} = 2.53$ (at 5% level of significance); $F_{\text{calculated}} = 1656.917$.

➤ Decision Rule II:

At 0.05 level of significance, F-calculated (1656.917) is greater than F-tabulated (2.53). Therefore, the null hypothesis was rejected and the alternative which suggests that labour-management relations affect organizational productivity was accepted.

4.1.3. Hypothesis Three:

- H_0 : Selective administration of disciplinary measures does not negatively affect employee's performance in an organization.
- H_1 : Selective administration of disciplinary measures negatively affects employee's performance in an organization.

X		ANOVA			
Source of variance	Sum of squares	df	Mean square	F-ratio	Sig
Between groups	1514061.310	4	378515.328	623.314	
Within Groups	27326.829	45	607.263		.000
Total	1541388.139	49			

Table 12: Summary of Analysis of Variance for Hypothesis II

Source: SPSS software Version 20

F-Tabulated = $F_{(0.05)4, 45} = 2.53$ (at 5% level of significance): F – calculated = 607.263

➤ Decision Rule III:

From the result of the analysis of variance, F-calculated (607.263) is greater than the F tabulated (2.53) as a result; the null hypothesis was rejected while the alternative which suggests that selective administration of disciplinary measures negatively affects employee performance in an organization was accepted.

4.1.4. Hypothesis Four

- H_0 : Training and development does not impact significantly on employee performance.
- H_1 : Training and development impacts significantly on employee performance.

X		ANOVA			
Source of variance	Sum of squares	df	Mean square	F-ratio	Sig
Between groups	256180.129	4	64045.032	102.286	
Within Groups	28176.203	45	626.138		.000
Total	284356.332	49			

Table 13: Summary of Analysis of Variance for Hypothesis IV

Source: SPSS Software Version 20.

F- Tabulated = $F_{(0.05)4, 45} = 2.53$ (at 5% level of Significance): F – calculated = 102.286

➤ Decision Rule IV:

At 0.05 level of significance, calculated F- Value (102.286) is greater than the critical value (2.53). Consequently, the null hypothesis was rejected while the alternative which suggests that training and development impacts significantly on employee performance was accepted.

4.2. Discussion of Research Results

Employee performance have been found to be affected significantly by the attitude of the organizational management, especially in civil service. The way and manner management handles certain variables that influence performance goes a long way in determining employee commitment to the organization. As could be seen from the result of hypothesis one in this study, transparent appraisal process positively influences employee performance. A finding which supports that of Owoyemi and George (2013) when they found that unbiased performance appraisal process has positive and significant relationship with employees' performance.

Similarly, the result of the ANOVA in Table II shows that harmonious work environment or good labour-management relations encourage productivity in an organization as potential areas of conflict or disagreement are often minimized greatly. Again, this finding supports substantially that of Emesowum (2010) when he found that employee productivity is a direct function of harmonious relationship between management and employees. The implication is that man-hour loss that often accompany trade dispute is ruled out and the employees are performing the tasks under conducive work environment. This is because there is mutual understanding between the two parties.

In the area of disciplinary measures, the results from our test of hypothesis in this section indicate that any management that is selective in the way it administers disciplinary measures is encouraging ill-feelings among the employees. The consequence is always negative work attitude from the employees and it can manifest in lateness to work or absenteeism or other forms of sabotage. In any of the situations, performance is affected negatively. It must be noted that disciplinary policy that shuns selective punishment or sanction when an employee runs foul of the rules and regulations will not elicit negative behavior.

Concerning training and development of the employees in an organization, the study found that significant relationship exists between employee development and their performance. This finding is in agreement with Arinze (2002) when he found that employees who undergo regular training in both private and public organizations are likely to put up better performance at work than those who do

not. It is worth mentioning that any organization that neglects the training of the workers is encouraging obsolescence and, as such new as well as affective ways of handling tasks may never be learnt.

5.1. Conclusion

Managing employee performance has never been an easy task especially when it has to do with the public service where laxity is believed to be at its peak. Also, the level of technological innovation and competition among organizations has equally become so high that motivated human resources would be needed to drive and sustain the technological breakthrough. In this regard, organizations that want to sustain its gain must as a matter of necessity systematically design effective methods of managing the performance of its employees for ultimate goals to be achieved. Evidence from this study reveals that these critical factors in human resource management are interrelated and therefore must work together for the organization's goal to be realized. Human resources is the most critical of all resources need for an organization to function effectively, especially public service in situations. As other resources are managed by human labour, a responsive management stands better chance of achieving high productivity from the employees.

5.2. Recommendations

From the findings and conclusion of this study, the following recommendations were made:

1. Employee's performance appraisal process should be made as transparent as possible to build and sustain the confidence of the staff in the organization. As the results or the findings have shown, employees would prefer a situation where major decisions affecting them in the organization would be guided by the outcome of the appraisal process.
2. Mutual understanding between the employers and the workers is quite desirable as it has been found to relate significantly to productivity. There is the need to reduce areas of conflict between labour and the employer so that an atmosphere of industrial harmony may be achieved and sustained for that is the only way that effective services can be delivered to the people.
3. Disciplinary measures serve two purposes. One, to correct misconduct and two, to punish wrong doing so that it will serve as deterrent to others. This is if sanctions are positively applied. However, it becomes vindictive and punitive when negatively administered in such cases, it is selective. There are negative consequences for selective application of sanctions. Therefore, managers are advised to be fair at all times by providing level playing ground for all employees. They are motivated by that.
4. Training and development were identified in the study as a kind of motivation as well as means of skills development and capacity building. Employees must endeavour to send their staff on both short and long term trainings to enable them render efficient and effective services to the people.

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