



HUMAN RESOURCE MANAGEMENT AND PUBLIC SECTOR PRODUCTIVITY IN NIGERIA

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Abstract: *The study was to evaluate the effect of Human resource management and public sector productivity in Nigeria. The specific objectives were to: examine the effect of hiring skilled employees on the waste reduction in the public sector, investigate employee remuneration on the level of output in the public sector, and evaluate the effect of employee maintenance on the cost effectiveness in the public sector. The area of study focused on 15 selected ministries of the public sector from South East, Nigeria made up of Enugu State: Ministry Human Development and Poverty Reduction, Ministry of Agriculture and Natural Resources, Ministry of Finance and Economic Development, Anambra State: Ministry of Commerce and Industry, Ministry of Labour and Productivity, , Ministry of Lands and Urban Development, Ebonyi State: Ministry of Capital Territory, Ministry of Youths and Sports and Ministry of Education, Ministry of Health. Imo State: Ministry of Environment and Mineral Resources, Ministry of Local Government, Ministry of Transport, Abia State: Ministry of Water resources, Ministry of Works and Infrastructures, and Ministry of Housing. They were also chosen due to high strength of the staff. The study covered period of (2009-2019). The study used the survey approach. The population for the study includes four thousand, three hundred and twenty one (4,321) staff. The sample size of 352 was drawn using Freund and William's formula at 3 percent error margin. A survey design was adopted for the study. Instrument used for data collection was the questionnaire and interviews. A total of three hundred and fifty two (352) copies of questionnaire were distributed while three hundred and twenty three (323) copies of questionnaire were returned. Z-test, Pearson correlation coefficient, (F-statistics), and regression analysis were used to test the hypotheses, determine the nature, and strength of the research variables. The findings indicated that hiring skilled employees has positive effect on the waste reduction in the public Sector in South East, Nigeria with $Z(95, n= 323) = 4.198, p>0.05$, employee remuneration has positive effect on the level of output in public sector in South East, Nigeria with $Z(95, n= 323) = 4.369, p>0.05$ and employee maintenance has positive effect on the cost effectiveness in the public Sector with $Z(95, n= 323) = 3.970, p>0.05$. The study concluded that hiring skilled employees, employee remuneration and employee maintenance has positive effect on waste reduction, the level of output and cost effectiveness in the public sector. The study recommended that Hiring of skilled employees should base on job qualifications needed at the moment.*

Keywords: Human Resource Management, Hiring of Skilled Employees, Employee Remuneration, Employee Maintenance, Public Sector, Waste Reduction.



Introduction

Human resources is used to describe both the people who work for a company or organization and the department responsible for managing resources related to employees. The term human resources was first coined in the 1960s when the value of labor relations began to garner attention and when notions such as motivation, organizational behavior, and selection assessments began to take shape. Human Resource Management includes conducting job analyses, planning personnel needs, recruiting the right people for the job, orienting and training, managing wages and salaries, providing benefits and incentives, evaluating performance, resolving disputes, and communicating with all employees at all levels. A company or organization's Human Resource department is usually responsible for creating, putting into effect and overseeing policies governing workers and the relationship of the organization with its employees (Rouse, 2019).

Human Resource management is very crucial in any organization because they monitors the culture of an organization; owns the overall talent management processes; responsible for the overall recruiting of a superior workforce; recommends market-based salaries and develops an overall strategic compensation plan; they researches, recommends and implements employee benefits programs that attract and retain the organizational best employees, Human Resource is responsible for recommending and instituting strategies for people and the organization that further the attainment of the organization's strategic goals making sure that workplace activities, events, celebrations, ceremonies, field trips, and team building opportunities are occurring, and also advocates for employees who have issues or conflict with management and coaches managers and executives who seek a more effective approach to working with particular employees (Heathfield, 2019).

Human resource management (HRM) is adopted by many companies because of its benefits. But at the same time, various challenges and issues may emerge in front of managers of human resource department while performing their duties. One of the problems of Human resource management is recruiting new employees, that is selecting the best candidate and making the hired candidate familiar with the environment and culture, retention of hired employees; environmental challenges such as Technology, Job & Family Roles, Lack of Skills; organizational challenges such as Controlling Costs, Improving Quality, Developing Distinctive Capabilities, Restructuring; Individual challenges such as Productivity, Empowerment, Brain drain, Ethics & social responsibility, Job insecurity, Matching people & organization (Maharjan, 2018).

The public sector of an economy is the sector that provides a range of governmental services, including infrastructure, public transportation, public education, health care, police and military services. The public sector is that portion of an economic system that is controlled by national, state or provincial, and local governments (Rouse, 2017).

Productivity is defined as the efficient use of resources, labour, capital, land, materials, energy, information, in the production of various goods and services. It is a measure of the efficiency of a person, machine, factory, system, etc., in converting inputs into useful outputs (Kenton, 2019).

1.1 Statement of the Problem

Human Resource Management in public sector productivity includes conducting job analyses, planning personnel needs, recruiting the right people for the job, orienting and training, managing wages and salaries, providing benefits and incentives, evaluating performance, resolving disputes, and communicating with all employees at all levels.

Human resource management in public sector has a lot of deficiency in productivity as a result of environmental



challenges such as Technology, Job & Family Roles, Lack of Skills; organizational challenges such as Controlling Costs, Improving Quality, Developing Distinctive Capabilities, Restructuring; Individual challenges such as Productivity, Empowerment, Brain drain, Ethics & social responsibility, Job insecurity, Matching people & organization; hiring skilled employees; employee remuneration; employee maintenance etc.

The effectiveness and efficiency of human resource management is paramount important in public sector productivity which needed total consideration in rectifying issues and challenges in human resource which not given serious consideration can lead to low level of output, lack of cost effectiveness and waste of resources in the public sector.

1.2 Objective of the Study

The main objective of the study was to evaluate the effect of Human resource management and public sector productivity in Nigeria. The specific objectives were to:

- i. Examine the effect of hiring skilled employees on the waste reduction in the public sector.
- ii. Investigate employee remuneration on the level of output in the public sector.
- iii. Evaluate the effect of employee maintenance on the cost effectiveness in the public sector.

1.3 Research Questions

The following research questions guided the study.

- i. What is the effect of hiring skilled employees on the waste reduction in the public sector?
- ii. What is the effect of employee remuneration on the level of output in the public sector?
- iii. What is the effect of employee maintenance on the cost effectiveness in the public sector?

1.4 Statement of the Hypotheses

The following alternative hypotheses guided the study

- i. Hiring skilled employees has positive effect on the waste reduction in the public Sector.

- ii. Employee remuneration has positive effect on the level of output in public sector.
- iii. Employee maintenance has positive effect on the cost effectiveness in the public Sector.

2.0 Review of Related Literature

2.1 Conceptual Review

2.1.1 Human Resource Management

Human Resource Management (HRM) is the function within an organization that focuses on the recruitment of, management of, and providing direction and guidance for the people who work in an organization. Human Resource departments are responsible for organization development that generates the culture of the organization. They are charged with oversight responsibilities to ensure that their organization appropriately builds teams and inspires employee empowerment (Heathfield, 2019). Human Resource Management is really employee management with an emphasis on those employees as assets of the business. In this context, employees are sometimes referred to as human capital. As with other business assets, the goal is to make effective use of employees, reducing risk and maximizing return on investment (ROI) (Rouse, 2019).

2.1.2 Public Sector

Public sector is a portion of the economy that composed of all levels of government and government-controlled enterprises. It does not include private companies, voluntary organizations, and households. Public sector includes government ownership or control rather than mere function and thereby includes, for example, the exercise of public authority or the implementation of public policy (Wegrich, 2018). The public sector overlaps with the private sector in producing or providing certain goods and services. The extent of this overlap varies from country to country, state to state, province to province, and city to city. This overlap is most often seen in waste management, water management, health care, security services, and



shelters for homeless and abused people. The public sector is that portion of an economic system that is controlled by national, state or provincial, and local governments (Rouse, 2017).

2.1.3 Productivity

Productivity is a measure of performance or output. The number of sales (of premium and contracts) generated per sales person is known as productivity. It is a measure of how effectively the sales targets are being met for an insurance company. Productivity is the key source of economic growth and competitiveness. A country's ability to improve its standard of living depends almost entirely on its ability to raise its output per worker, i.e., producing more goods and services for a given number of hours of work (Kenton, 2019). Productivity is a function of four major factors: task capacity, individual capacity, individual effort, and uncontrollable interferences. Taken together, the first two factors establish the potential productivity of the task. When this potential meets the individual effort, moderated by possible interferences the actual productivity of the task for a given time period results. Interference cannot be controlled by the individual worker, and it may or may not be controllable by the organization (William, 2019).

2.1.4 Hiring Skilled Employees

A skilled employee is any worker who has special skill, training, knowledge, and (usually acquired) ability in their work. A skilled employee may have attended a college, university, technical school or may have learned their skills on the job. It is possible for someone to have the right skills, but still be wrong for a particular organization. Recruitment and interview processes is use to identify the right cultural fit, in addition to ensuring the skills and experience are present (Thiefels, 2019). Every organization needs a skilled workforce. So many industries are becoming more and more competitive, and big changes are occurring on a daily basis. Having access to staff who are well-trained, able to adapt and

knowledgeable in their roles ensures that the organization can maintain high levels of performance, no matter what the current challenges of that industry may be. Hiring skilled employees increase productivity, improved innovation and creativity, saves money, increased profitability and stronger growth and improved health and wellness in the workplace (Ortiz, 2016).

2.1.5 Waste Reduction

Waste reduction, also known as source reduction, is the practice of using less material and energy to minimize waste generation and preserve natural resources. Waste reduction also means economic savings. Fewer materials and less energy are used when waste-reduction practices are applied. Businesses are always seeking ways to increase competitiveness and boost productivity. One way to cut costs is to use resources more efficiently. Preventing waste and pollution before they are generated makes more than economic sense — recycling and environmental purchasing can boost employee morale, improve worker safety, and reduce liability. Recycling can help to decrease the consumption of primary resources but it does not tackle the causes but only the symptoms. Waste prevention and re-use do have the highest priority and they take effect before the end-of-life phase of a product or a material is reached (Barti, 2014).

2.1.6 Employee Remuneration

Remuneration is payment or compensation received for services or employment. This includes base salary and any bonuses or other economic benefits that an employee or executive receives during employment. Remuneration also refers to the benefits an employee receives from his or her company. These can come in the form of health insurance, gym memberships, and the use of a company mobile device or company car or others, depending on the company (Kagan, 2019). Employee Remuneration refers to the reward or compensation given to the employees for their work performances. Remuneration provides basic attraction to an employee to perform job efficiently and



effectively. The two main types of employee remuneration are piece rate method and time rate method. The former is compensation based on unit productivity, such as writing software programs or assembling a unit. The latter is the time an employee spends on a job, such as finishing a project before a deadline (Owen, 2019).

2.1.7 Level of Output

Output generally refers to the things produced. Output, in terms of the production unit means total number of products generated for a given duration and the various cost associated with the production. Outputs are the deliverables, goods and services used to achieve the *Outcome*, which are the intended results or consequences of those deliverables. Human resource activity has a majority focus on Output instead of Outcome. To business leaders, indicators such as average performance ratings, course completions, head count increases, which measure the Outputs, don't mean much in terms of improved bottom line results such as profitability or increased sales –the Outcome. While these Output measurements and reports are meaningful, they also need to be tied to the goals of both human resources and the organization as a whole (Neil, 2011).

2.1.8 Employee Maintenance

Employee turnover is one of the biggest issues facing any firms. Employment requires a consensus of sorts: the company has to have a need (and a budget), while employees must have the ability and the desire to fulfill that need. When there is a discord between the two, people leave. Maintenance of existing employees entails: recognizing employee contributions; building personal relationships; providing a competitive benefits package; respectful treatment of employees; job security; Compensation and pay etc. (Roy, 2017). Creating a working environment and benefits package that keeps employees happy is a key to keep business running smoothly and maximizing profits (Edmunds, 2019).

2.1.9 Cost Effectiveness

Cost effectiveness is not about depriving a business of its needs but about cutting waste and using every dollar to maximum advantage. Carrying costs that cover things such as insurance, utilities, mortgage or rent and loan payments should be managed efficiently. Many efficiency measures require an initial financial investment but are repaid over time through reduced energy costs. Maintaining an efficient, motivated staff that consists only of necessary personnel helps to keep a business efficient and profitable and involving employees in the business through profit sharing and other motivating programs can increase company efficiency by inspiring employees to work effectively (Jagg, 2017). Cost-effective analysis is a necessary tool to ensure that resources are being used as wisely as possible. Determining which interventions are the most cost-effective requires an understanding of which programs have worked, how much they cost, and how they were executed. Cost-effective analysis is imperative because it assists in finding interventions that are relatively inexpensive, yet have the ability to significantly reduce poverty and disease (Dean, 2015).

2.2 Theoretic Framework

Resource-Based Theory Porter's [1980]

Resource-Based Theory Porter's (1980) strategic management explains a firm's success regarding industrial sector features. Resource-based theory states that the possession of resources is valuable, difficult to imitate, rare, and cannot be substituted. The resource-based theory suggests that organizations should look inside the company to find the sources of competitive advantage through the use of their resources. Competitive advantage is that advantage a firm has over its competitors that allow it to generate sales or margins and/or retain more customers than the competition. A firm's competitive advantage evolves from the resources that the organization has. In the resource-based theory model, resources are given the major role of assisting companies in achieving higher



organizational performance and competitive advantage. The theory has been redeveloped and redefined through research and the evidence that supports it. Resource-based theory prescribes that organizations position themselves strategically based on their resources and capabilities rather than their products and services (Dejmal, 2019).

2.3 Empirical Review

Ulasi, (2011), conducted a research on Human Resource Management and Productivity in Nigeria Public Sector. The objective of the study was to determine the effects of work motivation and compensation on the productivity of public sector organization. The study used descriptive survey method and the research tool was questionnaire. 250 staffs answered the questionnaire. Frequency percentages and criterion mean Score of 2.5 were used in data analysis using Chi-square formula and presentation was done by the use of tables. The study shows that recruitment and selection process of workers affects the productivity of public sector organization. The study finds that work motivation and compensation contributes to the productivity of public sector. It therefore concluded that Human Resource Management encourages the survival, growth and profitability of any public sector organization. The study recommended that annual Performance appraisal and evaluation of workers should be properly and equitably conducted and proper recruitment and selection processes should be adhere to.

Turkyilmaz, Akman , Özkan, and Pastuszak, (2011), conducted a research on Empirical Study of Public Sector Employee Loyalty and Satisfaction in Turkey. The objective of the study was to identify the factors which determine the level of public employees' job satisfaction and as result help to have effective and efficient management system in the public sector, in developing countries such as Turkey. The methodology of the study was based on theoretical considerations, a model was proposed linking the employee satisfaction and loyalty (ESL) constructs. The paper exhibits the findings of a

satisfaction and loyalty survey of employment factors within the Turkish public sector. The survey was conducted in 2009 and covered 220 employees within the Istanbul Branch of a Social Security Institution in Turkey. A model was developed by including effecting factors of employee satisfaction, their relations and effects of employee satisfaction on employee loyalty. Partial least squares structural equation model was employed to test the model in the public insurance sector in Turkey. Findings-Data analysis reveals that there is a strong relationship between ESL in a branch of a public sector Social Security Institution in Turkey. Training and personal development was found the most effecting factor of customer satisfaction. The study also finds a positive relationship between working conditions and satisfaction. The paper reveals the relationship between the employee satisfaction and affecting factors in the public sector in Turkey. The study concluded that Human resource management (HRM) applications such as measuring employee satisfaction, performance development are widely used in private sector. The paper recommended the use of HRM applications in the public sector in a developing country. Okoye and Raymond (2013) conducted a research on the Effect of Human Resources Development on Organizational Productivity in Nigeria. The objective of the study was to determine the extent at which effective human resources development can enhance productivity in order to reduce poor performance in organization. The study adopted survey and descriptive design research method which is carefully prepared to ensure that information obtained is relevant to the research questions and that it was collected by objective and economical procedures. The population of this study involves all the staffs in both accounting, human resources department, selling and distribution sections of the company including the director, who are numerically, total Forty-two (42). In order to reduce the sample size to a manageable size. Thus, the use of the Yaro-Yamane's expression, was used. The



study found that human resource development is very vital to any organizations ranging from small to large scale enterprise since it is well known that no business can exist entirely without human being also that one of the major functions of human resource development is the engagement of people to work in order to achieve sales growth and profitability. The study concluded that human resources development, motivational tools, training etc. make workers to be more effective to their various job. The study recommends that organization should inculcate the habit of attending seminars and conference, the company should make sure that the effort of employers are appraised from time to time to find out how they contribute to the achievement of organizational goals and also educational qualification must be a pre-requisite for the recruitment, selection promotion and placement of workers.

Anyadike, (2013), conducted a research on Human Resource Planning and Employee Productivity in Nigeria Public Organization. The objective of the study was to investigate the role of Human Resources Planning (HRP) in ensuring employee productivity in the Nigeria Public Organizations. The Data of the study for were derived from secondary sources: previous research and analysis of scholars, government documents, newspaper/magazines as well as journal articles that are related to the subject. This study involved an extensive literature review which critically analyzed the present status, problems and prospects of human resource planning as part of the roadmap to employee productivity in Nigeria public enterprises. The study finds that Planning is essential for productivity and organizational effectiveness and efficiency because it acquires best human resources, focuses on corporate goal, utilizes human resources, develops human resources, reduces uncertainty and labour cost, regularizes production, maintains good industrial relation, keeps records, and controls human resources. The study concluded that Human resource planning must be

linked with the organizational strategic plan as this is the only way to make manpower planning effective since it aims at not just ensuring that people are in the right place, at the right time and in the right number. The recommended that Public organization should embrace human resource planning if employee productivity must be ensured; Human resources planning in the public organizations must be matched with the organizations' strategic planning to enable for enhanced employee productivity.

Nabi, Ahmed, and Rahman, (2017), conducted a research on the Empirical Study on Human Resource Management Practices with Special Reference to Job Satisfaction and Employee Turnover at Investment Corporation of Bangladesh. The objective of the study is to measure the casual relationship between Human Resource management practices and organizational performance with job satisfaction, employee turnover and absenteeism throughout the organization. The study is an exploratory research seeks to examine and analyze the impact of human resource management practices on job satisfaction of specialized public sector banking employees. For the present study ICB an autonomous Investment Bank a leading public sector is taken as case study. The sample units include executives, middle level managers and managers of ICB Investment Bank. For the study 40 respondents were contacted for obtaining the information regarding HRM practices. But due to busy time schedules of bank employee and their engagement in various activities the numbers of respondents were restricted up to 30. For obtaining the required information interview method is used and structured schedule is filled by the researcher. The study shows that empowerment and recognition have positive effect on employee motivation. More the empowerment and recognition of employees in an organization is increased, more will their motivation to work will enhance. The study finds that there exists a positive relationship between employee motivation and



organizational effectiveness. The more the employees are motive to tasks accomplishment higher will the organizational performance and success. The study concluded that motivation is very essential elements and without motivation the success of the organization is impossible and production and productivity is related with

the motivation. The study recommended preliminary information and to initiate more rigorous research on HR role and new research conduct and ways of behaving with each other.

Empirical Table

S/N	AUTHOR	YEAR	LOCATION	OBJECTIVE	METHODOLOGY	FINDINGS
1	Nabi, Ahmed, and Rahman,	2017	Bangladesh	The objective of the study is to measure the casual relationship between Human Resource management practices and organizational performance with job satisfaction, employee turnover and absenteeism throughout the organization.	Exploratory Research	The study found that there a positive relationship between employee motivation and organizational effectiveness.
2	Anyadike	2013	Nigeria	The objective of the study was to investigate the role of Human Resources Planning (HRP) in ensuring employee productivity in the Nigeria Public Organizations.	Extensive Literature Review	The study finds that Planning is essential for productivity and organizational effectiveness and efficiency because it acquires best human resources, focuses on corporate goal, utilizes human resources, develops human resources, reduces uncertainty and labour cost, regularizes production, maintains



						good industrial relation, keeps records, and controls human resources.
3	Okoye and Raymond	2013	Nigeria	The objective of the study was to determine the extent at which effective human resources development can enhance productivity in order to reduce poor performance in organization.	Yaro-Yamane's Expression	The study found that human resource development is very vital to any organizations ranging from small to large scare enterprise since it is well known that no business can exist entirely without human being.
4	Turkyilmaz, Akman , Özkan, and Pastuszak,	2011	Turkey	The objective of the study was to identify the factors which determine the level of public employees' job satisfaction and as result help to have effective and efficient management system in the public sector, in developing countries such as Turkey.	Theoretical Considerations	The study also finds a positive relationship between working conditions and satisfaction.
5	Ulasi,	2011	Nigeria	The objective of the study was to determine the effects of work motivation and compensation on the productivity of public sector organization.	Descriptive Survey Method	The study finds that work motivation and compensation contributes to the productivity of public sector.



2.4 Summary of Related Literature Review

In review of empirical related to human resource management and public sector productivity, it was obtained from scholars that Planning is essential for productivity and organizational effectiveness and efficiency; human resource development is very vital to any organizations ranging from small to large enterprise since it is well known that no business can exist entirely without human being; and that motivation and compensation contributes to the productivity of public sector. Human Resource Management includes conducting job analyses, planning personnel needs, recruiting the right people for the job, orienting and training, managing wages and salaries, providing benefits and incentives, evaluating performance, resolving disputes, and communicating with all employees at all levels. The theoretical framework of the study was anchored on Resource-Based Theory which suggests that organizations should look inside the company to find the sources of competitive advantage through the use of their resources.

2.5 Gap in Knowledge

Having done intensively on the empirical reviewed for the study; it was observed that most of the scholars have touched a little aspect of human resource management and public sector productivity. Some of the reviews were done in Turkey, Bangladesh and Nigeria with the following objectives: to determine the effects of work motivation and compensation on the productivity of public sector organization; to determine the extent at which effective human resources development can enhance productivity in order to reduce poor performance in organization; to investigate the role of Human Resources Planning (HRP) in ensuring employee productivity in the Nigeria Public Organizations. The present study focused on evaluating the effect of Human resource management and public sector productivity in Nigeria. This fills the gap.

3.0 Methodology

The study based on the human resource management and public sector productivity in South-East, Nigeria. The area of study focused on 15 selected ministries of the public sector from South East, Nigeria made up of Enugu State: Ministry Human Development and Poverty Reduction, Ministry of Agriculture and Natural Resources, Ministry of Finance and Economic Development, Anambra State: Ministry of Commerce and Industry, Ministry of Labour and Productivity, , Ministry of Lands and Urban Development, Ebonyi State: Ministry of Capital Territory, Ministry of Youths and Sports and Ministry of Education, Ministry of Health. Imo State: Ministry of Environment and Mineral Resources, Ministry of Local Government, Ministry of Transport, Abia State: Ministry of Water resources, Ministry of Works and Infrastructures, and Ministry of Housing. They were also chosen due to high strength of the staff. They study covered period of (2009-2019).The study used the survey approach. The primary sources were personal interview and the administration of questionnaire to the staff of the ministries. The population for the study was four thousand, three hundred and twenty-one staff (4,321) of the ministries. The study sample size, three hundred and fifty three (353) respondents was chosen after applying the Freund and William's formula for the determination of adequate sample size. A total of three hundred and fifty three (353) copies of the questionnaire were distributed to the respondents from which three hundred and twenty three (323) copies were returned while thirty copies (30) were not returned. That gave 92 percent response rate. The validity of the instrument was tested using content analysis and the result was good. The reliability was tested using the Pearson correlation coefficient (r). It gave a reliability co-efficient of 0.86 which was also good. Data was presented and analyzed by mean score (3.0 and above agreed while below 3.0 disagreed) and standard deviation using Sprint Likert Scale. The hypotheses were analyzed using Z-statistic tool



with the aid of Statistical Package for Social Science (SPSS) version 20.

4.0 Data Presentation Analysis

4.1 Likert Scale Analyses

Research question one. What is the effect of hiring skilled employees on the waste reduction in the public sector in South -East, Nigeria?

Table 4.1: Responses to research question one on the effect of hiring skilled employees on the waste reduction in the public sector in South -East, Nigeria

	5	4	3	2	1	ΣFX	-	SD	Decision
	SA	A	N	DA	SD		X		
1. Employing trained employees reduces waste generation in my workplace.	135	564	156	132	37	1024	3.1	1.19	Agree
	27	141	52	66	37	323			
	8.4	43.7	16.1	20.4	11.5	100%			
2. Employee orientation enhances economic savings.	455	476	126	82	30	1169	3.6	1.27	Agree
	91	119	42	41	30	323			
	28.2	36.8	13.0	12.7	9.3	100%			
3. Skilled staff preserves natural resources.	450	320	201	72	50	1093	3.4	1.40	Agree
	90	80	67	36	50	323			
	27.9	24.8	20.7	11.1	15.5	100%			
4. Hiring skilled employees improves innovation and creativity in my workplace.	610	192	201	126	23	1152	3.5	1.35	Agree
	122	48	67	63	23	323			
	37.8	14.9	20.7	19.5	7.1	100%			
5. Learned employees provide stronger growth in my work place.	435	308	201	70	57	1071	3.3	1.43	Agree
	87	77	67	35	57	323			
	26.9	23.8	20.7	10.8	17.6	100%			
Total grand mean and standard deviation							3.38	1.328	

Source: Field Survey, 2020

From the table, it was agreed that employing trained employees reduces waste generation in my workplace with mean score of 3.1 and standard deviation of 1.19. Employee orientation enhances economic savings with mean score of 3.6 and standard deviation of 1.27. Skilled staff preserves natural resources with mean score of 3.4

and standard deviation of 1.40. Hiring skilled employees improves innovation and creativity in my workplace with mean score of 3.5 and standard deviation of 1.35. Learned employees provide stronger growth in my work place with a mean score of 3.3 and standard deviation of 1.43.



Research Question Two. What is the effect of employee remuneration on the level of output in the public sector in South East, Nigeria?

Table 4.2: Responses to research question two on the effect of employee remuneration on the level of output in the public sector in South East, Nigeria.

	5	4	3	2	1	∑FX	-	SD	Decisio
	SA	A	N	DA	SD		X		n
6 The level of salary payment improves the number of clientele satisfaction.	695	100	201	138	23	1157	3.6	1.40	Agree
	139	25	67	69	23	323			
	43.0	7.7	20.7	21.4	7.1	100%			
7 The introduction of health insurance in my workplace reduces absenteeism and increases the quality of services	485	492	144	72	11	1204	3.7	1.17	Agree
	97	123	48	36	11	323			
	30.0	38.1	14.9	11.1	5.9	100%			
8 The provision of gym memberships to the employees improves their performance ratings.	220	556	156	116	30	1078	3.3	1.19	Agree
	44	139	52	58	30	323			
	13.6	43.0	16.1	18.0	9.3	100%			
9 The provision of office mobile device to the employees enhances course completions of the job.	440	320	201	72	52	1085	3.4	1.40	Agree
	88	80	67	36	52	323			
	27.2	24.8	20.7	11.1	16.	100%			
10 The attraction of bonus to employees increased the profitability in my work place.	515	192	201	160	25	1093	3.4	1.36	Agree
	103	48	67	80	25	323			
	31.9	14.9	20.7	24.8	7.7	100%			
Total grand mean and standard deviation							3.48	1.304	

Source: Field Survey, 2020

From the table, it was agreed that the level of salary payment improves the number of clientele satisfaction with mean score of 3.6 from the respondents and standard deviation of 1.40. The introduction of health insurance in my workplace reduces absenteeism and increases the quality of services with 3.7 agrees of mean score and standard deviation of 1.17. The provision of gym

memberships to the employees improves their performance ratings with 3.3 mean score and 1.19 standard deviation. 3.4 agree mean average supports that the provision of office mobile device to the employees enhances course completions of the job with standard deviation of 1.40. The attraction of bonus to employees



increased the profitability in my work place with mean score of 3.4 and standard deviation of 1.36.

Research Question Three. What is the effect of employee maintenance on the cost effectiveness in the public sector in South East, Nigeria?

Table 4.3: Responses to Research Question Three: On the effect of employee maintenance on the cost effectiveness in the public sector in South East, Nigeria.

		5	4	3	2	1	∑FX	-	SD	Decision
		SA	A	N	DA	SD		X		
11	Giving employee job security ensures that resources are being used as wisely as possible.	345 69 21.4	300 75 23.2	201 67 20.7	84 42 13.0	70 70 21.7	1000 323 100%	3.1	1.44	Agree
12	Creation of work environment involves employees in the business through profit sharing.	35 7 2.2	608 152 47.1	141 47 14.6	164 82 25.4	35 35 10.8	983 323 100%	3.0	1.12	Agree
13	There is benefits package that makes employees happy increases work efficiency.	305 61 18.9	448 112 34.7	135 45 13.9	146 73 22.6	131 131 9.9	1165 323 100%	3.6	1.28	Agree
14	Recognizing employee contributions significantly reduces poverty.	215 43 13.3	376 94 29.1	207 69 21.4	84 42 13.0	75 75 23.2	957 323 100%	3.0	1.37	Agree
15	The building personal relationships inspire employees to work effectively.	425 85 26.3	208 52 16.1	207 69 21.4	178 89 27.6	28 28 8.7	1046 323 100%	3.2	1.34	Agree
Total grand mean and standard deviation								3.18	1.31	

Source: Field Survey, 2020

From the table, it was agreed that giving employee job security ensures that resources are being used as wisely as possible with mean score of 3.1 and standard deviation of 1.44. Creation of work environment involves employees in the business through profit sharing with mean score of 3.0 and standard deviation of 1.12. There is benefits

package that makes employees happy increases work efficiency with mean score of 3.6 and standard deviation of 1.28. Recognizing employee contributions significantly reduces poverty with mean score of 3.0 and standard deviation of 1.37. The building personal relationships



inspire employees to work effectively with a mean score of 3.2 and standard deviation of 1.34.

4.2 Test of Hypotheses

4.2.1 Hypothesis One: Hiring skilled employees has positive effect on the waste reduction in the public Sector in South East, Nigeria.

Table 4.2.1.1: Descriptive statistic on hiring skilled employees has positive effect on the waste reduction in the public Sector in South East, Nigeria.

	N	Mean	Std.Deviation	Minimum	Maximum
	323	3.32	1.327	1	5

Table 4.2.1.2: Z – test on Hiring skilled employees has positive effect on the waste reduction in the public Sector in South East, Nigeria.

			Hiring skilled employees has positive effect on the waste reduction in the public Sector in South East, Nigeria
N			323
Normal Parameters	Mean		3.32
	Std Deviation		1.327
	Most Extreme Absolute		.234
Most Extreme Differences	Positive		.138
	Negative		-.237
Kolmogorov-Smirnon Z			4.198
Asymp. Sig.(2-tailed)			.000

a. Test distribution is Normal

b. Calculated from data

Decision Rule

If the calculated Z-value is greater than the critical Z-value (i.e $Z_{cal} > Z_{critical}$), reject the null hypothesis and accept the alternative hypothesis accordingly.

Result

With Kolmogorov-Smirnon Z – value of 4.198 and on Asymp. Significance of 0.000, the responses from the respondents as display in the table is normally distributed. This affirms that the assertion of the most of the

respondents that Hiring skilled employees has positive effect on the waste reduction in the public Sector in South East, Nigeria.

Decision

Furthermore, comparing the calculated Z- value of 4.198 against the critical Z- value of 2.18 (2-tailed test at 95% level of confidence) the null hypothesis were rejected. Thus the alternative hypothesis was accepted which states



that Hiring skilled employees has positive effect on the waste reduction in the public Sector in South East, Nigeria.

4.2.2 Hypothesis Two: Employee remuneration has positive effect on the level of output in public sector in South East, Nigeria.

Table 4.2.2.1: Descriptive statistic on employee remuneration has positive effect on the level of output in public sector in South East, Nigeria.

	N	Mean	Std.Deviation	Minimum	Maximum
	323	3.482	1.304	1	5

Table 4.2.2 .2: Z – test on Employee remuneration has positive effect on the level of output in public sector in South East, Nigeria

		Employee remuneration has positive effect on the level of output in public sector in South East, Nigeria
N		323
Normal Parameters	Mean	3.482
	Std Deviation	1.304
Most Extreme Differences	Absolute	.243
	Positive	.149
	Negative	-.243
Kolmogorov-Smirnon Z		4.369
Asymp. Sig.(2-tailed)		.000

a. Test distribution is Normal

b. Calculated from data

Decision Rule

If the calculated Z-value is greater than the critical Z-value (i.e $Z_{cal} > Z_{critical}$), reject the null hypothesis and accept the alternative hypothesis accordingly.

Result

With Kolmogorov-Smirnon Z – value of 4.369 and on Asymp. Significance of 0.000, the responses from the respondents as display in the table is normally distributed. This affirms that the assertion of the most of the respondents that Employee remuneration has positive

effect on the level of output in public sector in South East, Nigeria.

Decision

Furthermore, comparing the calculated Z- value of 4.369 against the critical Z- value of 2.18 (2-tailed test at 95% level of confidence) the null hypothesis were rejected. Thus the alternative hypothesis was accepted which states that Employee remuneration has positive effect on the level of output in public sector in South East, Nigeria.



4.2.3 Hypothesis Three: Employee maintenance has positive effect on the cost effectiveness in the public Sector.

Table 4.2.3.1: Descriptive statistic on Employee maintenance has positive effect on the cost effectiveness in the public Sector.

	N	Mean	Std.Deviation	Minimum	Maximum
	323	3.128	1.310	1	5

Table 4.3.3.: Z – test on Employee maintenance has positive effect on the cost effectiveness in the public Sector.

			Employee maintenance has positive effect on the cost effectiveness in the public Sector.
N			323
Normal Parameters	Mean		3.128
	Std Deviation		1.310
Most Extreme Differences	Absolute		.221
	Positive		.168
	Negative		-.218
Kolmogorov-Smirnon Z			3.970
Asymp. Sig.(2-tailed)			.000

a. Test distribution is Normal

b. Calculated from data

Decision Rule

If the calculated Z-value is greater than the critical Z-value (i.e $Z_{cal} > Z_{critical}$), reject the null hypothesis and accept the alternative hypothesis accordingly.

Result

With Kolmogorov-Smirnon Z – value of 3.970 and on Asymp. Significance of 0.000, the responses from the respondents as display in the table is normally distributed. This affirms that the assertion of the most of the respondents that Employee maintenance has positive effect on the cost effectiveness in the public Sector.

Decision

Furthermore, comparing the calculated Z- value of 3.970 against the critical Z- value of 2.18 (2-tailed test at 95% level of confidence) the null hypothesis were rejected. Thus the alternative hypothesis was accepted which states that Employee maintenance has positive effect on the cost effectiveness in the public Sector.

4.3 Discussion of Findings

From the result hypothesis one, comparing the calculated Z- value of 4.198 against the critical Z- value of 2.18 (2-tailed test at 95% level of confidence) the null hypothesis were rejected. Thus the alternative hypothesis was accepted which states that Hiring skilled employees has



positive effect on the waste reduction in the public Sector in South East, Nigeria. In support of the result, Ortiz, (2016) state that hiring skilled employees increase productivity, improved innovation and creativity, saves money, increased profitability and stronger growth and improved health and wellness in the workplace. From the result hypothesis two, comparing the calculated Z- value of 4.369 against the critical Z- value of 2.18 (2-tailed test at 95% level of confidence) the null hypothesis were rejected. Thus the alternative hypothesis was accepted which states that Employee remuneration has positive effect on the level of output in public sector in South East, Nigeria. In support of the result above, Kagan, (2019), opined that employee remuneration is the benefits an employee receives from his or her company which includes salary and any bonuses or other economic benefits that an employee or executive receives during employment. These can come in the form of health insurance, gym memberships, and the use of a company mobile device or company car or others, depending on the company. From the result hypothesis three, comparing the calculated Z- value of 3.970 against the critical Z- value of 2.18 (2-tailed test at 95% level of confidence) the null hypothesis were rejected. Thus the alternative hypothesis was accepted which states that Employee maintenance has positive effect on the cost effectiveness in the public Sector. In support of the result, Roy, (2017), states that maintenance of existing employees entails: recognizing employee contributions; building personal relationships; providing a competitive benefits package; respectful treatment of employees; job security; Compensation and pay etc. Also Edmunds, (2019), concluded that creating a working environment and benefits package that keeps employees happy is a key to keep business running smoothly and maximizing profits

5.0 Summary of Findings

- i. Hiring skilled employees has positive effect on the waste reduction in the public Sector in South East, Nigeria with $Z(95, n= 323) = 4.198, p>0.05$.
- ii. Employee remuneration has positive effect on the level of output in public sector in South East, Nigeria with $Z(95, n= 323) = 4.369, p>0.05$.
- iii. Employee maintenance has positive effect on the cost effectiveness in the public Sector with $Z(95, n= 323) = 3.970, p>0.05$.

5.1 Conclusion

The study concluded that hiring skilled employees, employee remuneration and employee maintenance has positive effect on waste reduction, the level of output and cost effectiveness in the public sector. Human Resource management is very crucial in any organization because they monitors the culture of an organization; owns the overall talent management processes; responsible for the overall recruiting of a superior workforce; recommends market-based salaries and develops an overall strategic compensation plan; they researches, recommends and implements employee benefits programs that attract and retain the organizational best employees. Creating a working environment and benefits package that keeps employees happy is a key to keep business running smoothly and maximizing profits. Employee Remuneration refers to the reward or compensation given to the employees for their work performances.

5.2 Recommendation

Having undergone this research work on Human Resource Management and Public Sector Productivity in Nigeria, the study thereby recommends the followings:

- i. Hiring of skilled employees should base on job qualifications needed at the moment.
- ii. There should be a good working environment for employee in order to ensure adequate cost and performance effectiveness.



- iii. An acceptable remuneration should in a written contract and pay when appropriately as stated.

5.3 Contributions to Knowledge

The study makes depth research on evaluating human resource management and public sector productivity in Nigeria. Few studies have tried to examine on the impact of the variables used in the study in Nigerian public sector. Therefore, this is an attempt to fill the gap. The study has contributed to knowledge by providing empirical confirmation and theoretical structure on human resource management. The theoretical framework of the study shows that organizations should look inside the company to find the sources of competitive advantage through the use of their resources. The study would pave way for additional research, with employment of different population, location, and objectives which will serve on long term basis research.

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