

**PERSONNEL MANAGEMENT IN NIGERIA PUBLIC SECTOR
(A CASE STUDY OF NIGERIA REINSURANCE CORPORATION)**

BY

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DECLARATION

I hereby declared that this project has been written by me and it is a report of my research work. It has not been presented in any previous application for Postgraduate Programme. All quotations are indicated and sources of information specifically acknowledged by means of reference.

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CERTIFICATION

This project titled “Personnel Management in Nigeria Public Sector” meet the requirement governing the award of Masters in Business Administration of the School of Postgraduate Studies of Nasarawa State University, Keffi for its contribution to knowledge and literary presentation.

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DEDICATION

The research work is dedicated to my family and God Almighty for the successful completion of this programme.

ACKNOWLEDGMENT

I express my special gratitude to all my lecturers and most especially my supervisor – Dr. Abdul Abdullahi, who gave me the golden opportunity to do this wonderful project on “**Personnel Management in Nigeria Public Sector**” which also helped me in doing a lot of research and I come to know about many new things, I am really thankful to them. I wish to also thank my caring, loving and supportive family who provides unending inspiration, encouragement. God bless you all.

ABSTRACT

This project is a review “**Personnel Management in Nigeria Public Sector** ”. The problem identified was Work Motivation and Compensation, Ethics and Values, Work Attitude and Recruitment and Selection Process. This write up showed the relevant literature concerning the project topic. It goes further to explain HRM and Productivity in Nigeria Public Sector, using a study of Abuja Electricity Distribution Company (AEDC) Nasarawa Branch, Nasarawa State. The descriptive survey method was used 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 findings from the study showed that the factors of HRM and Productivity in Nigeria Public Sector. Finally, solutions and recommendations were proffered, in which emphasis was made on the remedies. The write up is duly summarized.

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CHAPTER ONE

INTRODUCTION

1.0 BACKGROUND OF STUDY

The development of any nation depends to a very large extent on the calibre, organization and motivation of its human resources. In the specific case of Nigeria where diversity exerts tremendous influence on politics and administration, the capacity to increase the benefits and reduce the costs of this diversity constitutes a human resource management challenge of epic proportion in its public sector organizations. Human Resource Management (HRM) is the function within an organization that focuses on recruitment of, management of, and providing direction for the people who work in the organization. Human Resource Management can also be performed by line managers.

Human Resource Management is the organizational function that deals with issues related to people such as compensation, hiring, performance management, organization development, safety, wellness, benefits, employee motivation, communication, administration, and training. Human Resource Management is also a strategic and comprehensive approach to managing people and the workplace culture and environment. Effective HRM enables employees to contribute effectively and productively to the overall company direction and the accomplishment of the organization's goals and objectives. Human Resource Management is moving away from traditional personnel, administration, and transactional roles, which are increasingly outsourced. HRM is now expected to add value to the strategic utilization of employees and that employee programs impact the business in measurable ways. The new role of HRM involves strategic direction and HRM metrics and measurements to demonstrate.

HRM covers a wide range of activities. The main area of study we will focus on will be incentives and work organization. Incentives include remuneration systems (e.g. individuals or group incentive/contingent pay) and also the system of appraisal, promotion and career advancement. By work organization we mean the distribution of decision rights (autonomy/decentralization) between

managers and workers, job design (e.g. flexibility of working, job rotation), team-working (e.g. who works with whom) and information provision.

Civil servants have a reputation for being lazy. However, people's personal experiences with civil servants frequently run counter to this stereotype. We develop a model of an economy in which workers differ in laziness and in public service motivation, and characterise optimal incentive contracts for public sector workers under different informational assumptions. When civil servants. Effort is invariable, lazy workers and working in the public sector highly attractive and may crowd out dedicated workers. When effort is variable, the government optimally attracts dedicated workers as well as the economy's laziest workers by offering separating contracts, which are both distorted. Even though contract distortions reduce aggregate welfare, a majority of society may be better off as public goods come at a lower cost. Where we depart from several of the existing surveys in the field is to put HRM more broadly in the context of the economics of management. To do this we also look in detail at the literature on productivity dispersion.

Human resource management encompasses the traditional personnel functions of recruitment, selection, training, motivation, compensation, evaluation, discipline, and termination of employees. Each of those tasks demands particular skills. Increasingly, human resource management is being recognized for its strategic importance to organizations and jurisdictions, and is moving beyond its traditional position as a monitor of compliance. This course is designed to provide you with an understanding of the evolution of human resource management policies and practices, and how changes over time reflect shifting societal values and environmental circumstances. Our emphasis is on improving understanding of the historical context and current conditions of public sector HRM and developing basic skills necessary to be an effectively manage human resources.

Within the public sector, many of the most visible and interesting controversies, such as affirmative action, employee ethics, sexual harassment, drug testing, and labour-management relations, are part of human resource management. Human resources also account for the largest percentage of the operating budget for most public agencies, and public administrators must have both an appreciation

for the costs of personnel decisions and the ability to project those costs. In addition, constitutional, statutory and regulatory requirements often constrain personnel decisions and actions in the public sector, and public administrators must have a working knowledge of these legal guidelines. Public administrators must recognize the political aspect of human resource management. Human resource management policies and techniques are developed, implemented and evaluated in a public context. Public sector HRM practices effect the selection and experiences of government employees which, in turn, affects public policy. In order to make and implement effective human resource management policies, administrators need an appreciation of the political and historical context in which the policies have developed to date.

In the current environment, a professional public administrator must be prepared to advocate for the strategic importance of human resources, find ways to be flexible and responsive to change, adapt to changing patterns of employment and intersectoral relations, utilize technology to more effectively communicate with prospective and existing employees, and develop more sophisticated and effective methods of measuring and rewarding performance (Ingraham and Rubaii-Barrett, 2007).

Management must work with people. The proper use of people in an enterprise undoubtedly has a direct and significant bearing on the productive efficiency of the enterprise. As a result of the importance that managers assign to people who must work with them, terms such as “human resources” “human capital” are used to demonstrate the difference people make in the performance of a manager and consequently the enterprise.

The issues in personnel management are major factors of the human problems affecting organization.

These issues include:

- i. Recruitment and Selection Process,
- ii. Organization structure of personnel departments.

The recruitment and selection processes are to ensure the engagement of reliable, competent and qualified workers. Fatiregun (1992:131) defines recruitment as the process of accessing a job, announcing vacancy, arousing interest and stimulating people to apply while selection is the process of choosing, for excellence, through process of rejection or matching the applicants.

These processes of recruitment and selection have been corrupted by the Nigeria environmental factors (Nnadi, 2009) as shown below:

- i. Political Pressure,
- ii. Theory and practice of “Ima Mmadu” or “Who you knew”,
- iii. Federal character principle of representation,
- iv. Common state of origin among staff in the same department.

Organization structure of personnel departments shows clearly the operational contacts and co-ordination in the organization chart, including the hierarchies of the officers, functions and authorities. Human factors or participants will be engaged to fit into this abstract framework for the purpose of accomplishing predetermined results. The structure is a fundamental design for the effective performance of people who work together in groups to achieve their purpose. The working party (1977:16) warns that if the structure is wrong or inadequate, not even the ingenuity and cleverness of those who operate it will give it the desired correctness or satisfactory function.

Human relation at work can be a factor of human resource problems in an organization, which according to Fillopo (1971:57) is a formal relationship that exists among personnel and employees in working place. The timely and positive effort in handling human problems at the executive level will make for good human relations or reconciliation of the organizational and employee goals. Poor communication network, abuse of the principles of line and staff relation, blind recruitment and selection process, incompetent employees and personnel, and indifference attitudes to work are major human problems in managing human relation at work in an organization.

The result of this poor attitude to work in the public sector organization is the reason for constant dwindling of management in public sector organization (Onodugo, 2008). It is sad to note that the typical work attitude of an average Nigerian worker is largely anything near what will turn around the public sector organization.

Research findings Nwachukwu (1985), Korman (1977) have shown that the productivity of an employee is determined by three major factors:

- 1) the ability of the employee

- 2) the will to work, and
- 3) situational factors.

The public sector organization is a government sector responsible for providing the public with essential services. The public sector is referred to the government sector, whether Federal, State, or Local Government. Public sector organizations are organizations which emerged as a result of government acting in the capacity of an entrepreneur (Obikeze and Anthony 2004:248).

1.2 STATEMENT OF PROBLEM

Public sector organizations in Nigeria faced problems which often hampers the attainment of set goals. The productivity of any public organization sector depends largely on the performance of its people (i.e. the management and subordinates) for this success to be achieved, the human resource management in the organization needs to be addressed and managed.

To that effect, this research is being proposed to address the following issues;

- i. Work motivation and compensation
- ii. Ethics and Values
- iii. Work Attitude
- iv. Recruitment and Selection Process

1.3 OBJECTIVES OF STUDY

Deplorably however, most of these objectives listed above have not been achieved due to human problems facing the sector. Therefore the objective of this study includes;

- a. To determine the effects of work motivation and compensation on the productivity of public sector organization.
- b. To determine the effects of Ethics and Values on the productivity of public sector.
- c. To examine the effects of work attitude of workers on the productivity of public sector organizations.
- d. To examine the effects of recruitment and selection process of workers on productivity of public sector organization.

1.4 RESEARCH HYPOTHESES

The researcher uses hypotheses HO which is a test of no difference

HO1: There is evidence to prove that work motivation and compensation contributes to the productivity of public sector.

HO2: There is evidence to prove that Ethics and Values contribute to poor productivity of public sector.

HO3: There is a significant relationship to show that work attitude of workers by workers affects the productivity of public sector.

HO4: There is evidence to show recruitment and selection process of workers affects the productivity of public sector organization

1.5 SIGNIFICANCE OF STUDY

Human Resource Management is the backbone of any economy production of any nation. HRM plays a vital role in the productivity of the Nigeria public sector organizations. It is therefore important to identify the significances of the research work which are subdivided as:

1. The findings of this research will serve as a guide in the productivity of other public sector through their human resource.
2. The findings of this study will enable for proper management of human resource which will lead to effective customer value and productivity in public sector organization management.
3. It will also enhance government, private sector and general public participation contribution in addressing these human resource management in public sector organization.
4. The study will enable me to contribute my own views and ideas on managing human resource and productivity in the public sector organization of Nigeria.
5. The study will be of immense help to other people and students who might wish to carry out other researches in the field.

1.6 SCOPE OF THE STUDY

The work is on HRM and Productivity and public sector in Nigeria, with AEDC as a case. It will cover the concept of Public Sector; examine Human Resource Management in Public Sector, the impact of HRM on Productivity in Public Sector and also the challenges of Human Resource Management in Public Sector.

1.7 LIMITATIONS OF THE STUDY

In carrying out this research many factors served as constraints:

1. The limitation of the research title as just HRM and Productivity in the Nigeria public sector.
2. Financial Limitation.
3. Inadequate Time: time factor constitutes the major limitation of this research study. It relates to the fact that the time for research work was short because it was combined with lectures, studies and examination.
4. Negative attitude of respondent: the problem facing the researcher with regards to the respondents relates to the non-cooperation and uncompromising attitude some respondents in giving out relevant information or facts.

CHAPTER TWO

REVIEW OF RELATED LITERATURE

2.0 INTRODUCTION

This chapter review previous research works which have been done on the topic “Personnel Management in Nigeria Public Sector”.

This review is subdivided into:

Concept of Public Sector, Nigeria Public Sector, Brief History of Nigeria Public Sector, Characteristics and Classification of Public Sector, Human Resource Management in Public Sector, Impact of HRM on Productivity in Public Sector, Challenges of Human Resource Management in Public Sector

2.1 CONCEPT OF PUBLIC SECTOR.

Public Sector Organization can be defined as an organization that is set up as a corporate body and as part of the governmental apparatus for an entrepreneurial or entrepreneurial-like objective (Longman Dictionary). Public Sector Organization is organization which emerged as a result of government acting in the capacity of an entrepreneur (Obikeze and Anthony 2004:248).

Public Sector Organization (also known as public corporation) is defined by Dimock and Dimock 1970:69 as publicly-owned enterprise that has been chartered under federal, state or local government law for a particular business or financial purpose. According to Pfiffner (1964:40) "A corporation is a body framed for the purpose of enabling a number of persons to act as single person."

Public Sector Organization essentially has the features of several individuals who act as one. The Sector Organization thus is viewed as an artificial person who is authorized by law to carry, on particular activities and functions. It is described as a corporate body created by the legislature with defined powers and functions and independently having a clear-cut jurisdiction over a specified area or over a particular type of commercial activity.

Public Sector Organization is part of government apparatus and three implications are hereby highlighted. First, a public sector organization, by virtue of its intricate relationship with government, is an instrument of public policy and its primary mission is in connection with governmental objectives and programmes. It is therefore naturally under governmental control. Second, a public sector organization, by its nature, mostly manages public resources, especially public money and this means that attention must be paid to mechanisms for enforcing accountability.

Third, the combination of financial and economic objectives with social and political aims invariably makes it difficult to devise appropriate performance measurement instrument.

The Public Sector, sometimes referred to as the state sector, is a part of the state that deals with the production, delivery and allocation of services by and for the government or its citizens, whether national, regional or local/municipal.

2.2 NIGERIA PUBLIC SECTOR

The concept and structure of what is today known and operated as the Nigerian public service sector of the entire economy has been premised on the nation's public administration system based on its colonial experience. Thus, what constitutes the public service sector in Nigeria is one of the legacies bequeathed to the country at its independence. The sector has largely remained a semblance of what obtains in the context of colonial master's home politico-economic model of running public undertakings. The public service is that sector of the economy owned and controlled by the governments of the federation or their agencies. It is a sector which is expected to serve all the citizens and it is funded and administered from and by the public resources. Essentially, the Nigerian public service sector, according to Otobo and Omole (1981) and MAMSER (1987) is economically divided into three categorizations:

- (1) The Civil service: This category can be identified as the federal, state, state ministries as well as the local government councils.
- (2) The institutions of learning, research institute and other allied systems.
- (3) The parastatals: These are Federal and State corporations like the Nigerian Railway Corporation, Housing Corporation, Port Authorities, Air and Sea, Crude oil and Solid mineral

Ventures and Transportation undertakings. Others include the Abuja Electricity Distribution Company, Water Corporation, Nigerian Television Authority (NTA), Federal and State Radio Corporations, The Nigerian Postal Service (NIPOST), Federal and State Waste Management Board; the Banking industry, among others.

These parastatals are supposed to provide certain essential services to members of the public even if they are unable to make profits or at least break even. The public enterprises are businesses set up to make profits and they must operate fully as commercial enterprises.

2.2.1 The Nigerian federal civil service context

Prior to 1988 reforms, the civil service in Nigeria was organized strictly according to British traditions (Ademolele Ademolekun and Gboyega, 1979), apolitical, bureaucratic and conservative, which made the structure an ossified system. The roots of the Nigerian civil service can be traced to the colonial civil service established by the British to govern Nigeria, as a colonial territory (Olowu et al., 1997), in 1861. However, it was not until 1914 (amalgamation of the northern and southern protectorate) that there was a unified governmental structure in Nigeria and that year marked the beginning of a Nigerian civil service (Olowu et al., 1997). The system remained in place after independence in 1960. Up to 1988, there were three major categories in the civil service within the framework of 17 point Unified Grading and Salary Structure (UGSS) that was adopted in 1975. Olowu et al. (1997) identified the grade levels structures as junior staff (01 -06), senior staff (07 - 12) and management staff (13 - 17), and in 1988, as part of the reform, a fourth tier structure was adopted by creating a directorate cadre (15 - 17) of the management cadre. The later now include officers on posts graded GL 13 - 14.

The Nigerian civil service has been undergoing gradual and systematic reforms and restructuring since May 29, 1999 after decades of military era (Babaru, 2003). The military ruled Nigeria between 1966 and 1979; and between 1984 and 1999. As part of the reforms, section 153(1)d of the 1999 constitution of the federal republic of Nigeria has vested in the Federal Civil Service Commission (FCSC) the powers to appoint persons to offices in the federal civil service and to dismiss and exercise disciplinary control over persons holding such offices. The commission comprises a

chairman and fifteen commissioners who are appointed by the president subject to senate approval. Appointments into the federal civil service are done through recruitment, transfer and secondment (Babaru, 2003). Recruitment is the filling of vacancies by appointment of persons not already in the federal civil service (FRN, 2000: Rule 0228), transfer is permanent release of an officer from one schedule service to another or within the same service, while secondment refers to the temporary release of an officer to the service of another government agency or international organization of which Nigeria is a member for a specified period (FRN, 1998:). Section 170 of 1999 constitution empowers the commission to delegate any of its powers and functions in order to guard against possible delays and allow for the devolution of administrative powers in view of the crucial role the commission is expected to play as a regulatory authority of the federal civil service. Though the commission delegates powers to ministries and extra-ministerial departments to recruit junior staff to posts graded GL 01 - 06, it has the reserved right to exclusively appoint the entry grades of senior staff on GL 07 - 10.

Appointments to posts graded GL 12 - 14 are done directly by the commission after due advertisement as the need arises and appointment of directorate staff, which is GL 15 - 17 is made by the commission in consultation with the head of the federal civil service and in response to advertised vacancies (FRN, 2000: Rule 12102).

In Nigerian federal civil parlance, appointment is often synonymous with recruitment (Al-Gazali, 2006). Recruitment in the Nigerian federal civil service is determined by three major factors (Babaru, 2003). The first is the availability of vacancies declared by the ministries and extra-ministerial departments and forwarded to the commission through the office of the head of civil service of the federation.

Awareness for such vacancies are publicized through advertisements and notices. The second factor is the qualifications of the potential applicants. The specific qualifications and skills required for various categories are presented in schemes of service (2000). The third factor is the principle of federal character. That is quota allocated in the recruitment exercise to states to ensure that the federal civil service reflects 'Federal Character.'

Federal character principle is a constitutional matter and an important factor that determine appointments into the federal civil service. This issue is expressed in section 14(3) of the constitution as “The composition of the Government of the Federation or any of its agencies and the conduct of its affairs shall be carried out in such a manner as to reflect the Federal Character of Nigeria and the need to promote national unity, and also to comm.- and national loyalty thereby ensuring that there shall be no predominance of persons from few States or from few ethnic or other sectional groups in that Government or any of its agencies.”

The basic idea of the principle is to have an even representation of all states, ethnic and other sectional groups in the federal service. It has a lot of political support, especially from those in the disadvantaged areas- mainly the northern states of Nigeria (Olowu et al., 1997). In order to implement this concept effectively, a commission called the Federal Character Commission was created in 1995. However, promotion in the federal civil service is determined by factors such as number of years in a grade level, performance in promotion examination and interviews (FRN, 1998), and availability of vacancies or jobs at a higher level.

2.3 BRIEF HISTORY OF NIGERIA PUBLIC SECTOR

The private sector was the traditional structure of the world’s economies. The Nigerian economy is largely private-sector based. The public sector emerged in Nigeria as a result of the need to harness rationally the scarce resources to produce goods and services for economic improvement, as well as for promotion of the welfare of the citizens. The involvement of the public sector in Nigeria became significant during the period after independence.

The railways were probably the first major example of public sector enterprises in Nigeria. At first, conceived mainly in terms of colonial strategic and administrative needs, they quickly acquired the dimension of a welcomed economic utility for transporting the goods of international commerce, like cocoa, groundnut, and palm kernels. Given the structural nature of the colonial private ownership and control of the railways in the metropolitan countries, it would hardly be expected that the Nigerian

Railways Corporation could have been started as any other project than as a public sector enterprise for such mass transportation.

The colonial administration was the nucleus of necessary economic and social infrastructural facilities that private enterprise could not provide. Facilities included railways, roads, bridges, electricity, ports and harbors, waterworks, and telecommunication. Social services like education and health were still substantially left in the related hands of the Christian Mission. But even at this initial stage government herself moved positively into some of the direct productive sectors of the economy: the stone quarry at Aro, the colliery at Udi, the saw mill and furniture factory at Ijora. Those were the early stages.

The emergence of the crude oil industry into the Nigerian economy, after the civil war in the 1970s, with the associated boom intensified governmental involvement in production and in control of the Nigerian economy. One major aim of government at that time was to convert as much as possible of the growing oil revenue into social, physical, and economic infrastructural investments. The Nigerian Enterprises Promotion Decree of 1972, which took effect on 1 April, 1974, with its subsequent amendment in 1976, provided a concrete basis for government's extensive participation in the ownership and management of enterprises. Given these developments, public sector enterprises at the federal level had exceeded 100 in number by 1985; and these had spread over agriculture, energy, mining, banking, insurance, manufacturing, transport, commerce, and other service activities. Before long, the range of Nigerian public enterprises had stretched from farm organizations to manufacturing, from municipal transport to mining, from housing to multipurpose power, and from trading to banking and insurance.

At the state and local governmental levels, the range of activities that had attracted public sector investment also had become quite large. Thus, a variety of enterprises - with public interest in terms of majority equity participation or fully-owned by state and local government as well as other governmental entities - became visible in various parts of Nigeria. Between 1975 and 1995, it was estimated that the Federal Government of Nigeria had invested more than \$100 billion in public sector enterprises.

2.4 CHARACTERISTICS AND CLASSIFICATION OF PUBLIC SECTOR.

The Characteristics of Public Sector Organization are:

- i. A Public Sector Organization comes into existence as a result of an Act passed by the legislature or a decree under, military rule. Public Sector Organization also defines its aims and objectives, powers and duties, immunities, the form of management and relationship with established departments and ministries.
- ii. It is a legal person, capable of suing and being sued, entering into contracts, acquiring and owning property in its own name and can also dispose of property than ordinary government departments.
- iii. It is wholly owned by the government.
- iv. Except for appropriations to produce capital or to cover losses, a public sector organization is usually independently financed. It obtains its funds from the treasury or the public and from revenues derived from the sale of goods and services. It is authorized to use and reuse its revenues.
- v. It is generally exempted from most regulatory and prohibitory statutes applicable to expenditure of public funds. There are no hard and fast rules behind them in the matter of making contracts of buying and selling works, etc. Thus, a great deal of liability and discretion is left for the management in the matter of procedure.
- vi. It is ordinarily not subject to the budget, account and audit laws and procedures applicable to government departments. Their audit is to be done by the Accountant-General of Nigeria or any other person appointed by him. However, both the accounts and audit are commercial nature.
- vii. Excluding the offices taken from government departments on deputation the employees of public sector organization are not civil servant and they are not governed by government regulations in respect of conditions of service. The recruitment is not subject to civil service rules, promotion is by seniority and personnel can be fired easily if they are incompetent
- viii. The Public Sector Organizations are free from the control of the legislature.

2.4.1 Classification of Public Sector Organization

Public Sector Organizations are classified into three; namely public/statutory corporations, state-owned companies, and mixed economy enterprises.

They are explained below:

Public/Statutory Corporation: These are enterprises, which arise when the government assumes responsibility for the management of an economic or social pursuit through a special entity that has its own legal personality and still keeps some of the special prerogatives or privileges associated with a governmental organization. The blends of these features are aimed at enabling the organization to function effectively as an autonomous body while it remains an instrument of government policy. Enterprises that fall under statutory corporations include Central Bank of Nigeria (CBN), Nigerian Television Authority (NTA) and Federal Radio Corporation of Nigeria (FRCN) among others.

State Owned Companies: These are companies created by government under the provisions of ordinary company law, though they belong entirely to the government. They are registered in the registry of companies, with the government as the sole proprietor. Government, therefore, appoints the Board of Directors as is customary in private companies. Examples of such companies include New Nigeria Newspaper Ltd, New Nigeria Development Company Ltd and Odua Investment Company Ltd.

Mixed-Economy Enterprises: These are enterprises where the government is the majority shareholder in a partnership with private entrepreneurs. In such companies, government usually dominates the board since it is the major shareholder. One example of such enterprises is Peugeot Automobile Nigeria Ltd. (PAN). (Obikeze and Anthony: 2004:249-250).

2.4.2 Reasons for the establishment of public sector organization

There are many reasons for the establishment of Public Sector Organization.

They are outlined below:

The desire to use the Public Sector Organization as an instrument of effective plan implementation in a context where it appears futile devises a development plan for the private sector.

The need to secure economic independence. The urgent desire to assure government control over "strategic" sectors of the economy (e.g. Central Banking, Broadcasting, iron and steel, roads, shipping, etc). The need to separate some activities from the civil service and allow more autonomy in their running. The perceived need to provide employment for the citizens in context where the private sector offers very limited employment opportunities.

The need to ensure state control of key profitable enterprises with a view to generating revenues that will add to available national capital for financing development programmes and projects.

The desire of some socialist-orientated regimes to use state control of key profitable enterprises to pursue the objectives of preventing the concentration of wealth or of the means of production and exchange in the hands of few individuals or of a group (i.e. promoting equitable distribution of wealth) (Obikeze and Anthony: 2004:253).

In many developing countries, the resources available to the private sector are not adequate for the provision of certain services. For example, the investments required in the construction of a hydroelectricity-generating plant or a water scheme for a large urban center is quite enormous and the returns on such investments will take a very long time to realize.

Also political considerations influence governmental involvement in the provision of certain social and economic services. In many African countries, development is closely associated with the provision of social services; consequently, the performance of the government in many of these countries, are evaluated on the basis of its ability to provide different types of public services in areas where such services do not exist.

The governmental intervention in the provision and management of services in many parts of the world is the fact that no person should be permanently deprived of the access to such facilities because of lack of finances or by reason of geographical location.

Another reason relates to the need to protect the consumer, which may not be of interest to the private sector. For example, government intervenes in the provision of education in many countries to protect children, who are not capable of making important decisions for them, by making education up to a certain age compulsory and free.

The governmental intervention in the provision of certain services relates to the indivisibility that characterizes such services. Some facilities, such as bridges, tunnels, roads, streetlights, and waste disposal facilities, cannot be divided or partially provided. Either streetlights are provided for the benefit of everybody in the community or they are not. Facilities of this type must therefore be provided publicly and financed through taxation.

The final reason for governmental intervention is the consciousness of the national security. Certain facilities, like the National Ports Authority and the police, are too vital to be left at the mercy of private citizens.

2.5 HUMAN RESOURCE MANAGEMENT IN PUBLIC SECTOR

The concept of human resource management has its roots in the traditional thinking in the field of personnel management and administration but represents contemporary sophisticated views and ways of managing people at work in the public sector.

Human resource management evolved from personnel management. This never term according to Ikeagwu (1999:58) assumes a different position and tackles organizational problems from a different direction. It takes into account activities like planning, monitoring and control rather than mediation between employee and management of a public sector organization.

This means that human resource management involves every aspect of dealing with employee as resources. This view was upheld by Colby and Alkon (1991:103) and Byars and Rues (1991:6) in their attempt to come up with a meaningful definition of human resource management.

Colby and Alkon's views were more or less in line with personnel functions or human resource functions in that they stated in their text that human resources management involves every aspect of dealing with employee as resources as such as planning, staffing, training and development, performance appraisal and compensation.

Their views however differs from those of Byars and Rues conclusion in that the latter sees human resource management in the aspect of wages and salaries and still support the former's view by including recruiting, hiring, and training as the major functions of human resources management.

Human resource management can also be seen as that which involves all management decisions and practices that directly affect or influence the people who work for the organization. This definition of human resource management is broader and more practical oriented than personnel management put by Fillipo (1979:75).

Wikipedia defines Human Resource Management (HRM) as the management of an organization's employees. While human resource management is sometimes referred to as a "soft" management skill, effective practice within an organization requires a strategic focus to ensure that people resources can facilitate the achievement of organizational goals.

Human resource management is defined as a strategic and coherent approach to the management of an organization's most valued assets – the people working there who individually and collectively contribute to the achievement of its objectives.

Storey (1989) believes that HRM can be regarded as a 'set of interrelated policies with an ideological and philosophical underpinning'. He suggests four aspects that constitute the meaningful version of HRM:

1. a particular constellation of beliefs and assumptions;
2. a strategic thrust informing decisions about people management;
3. the central involvement of line managers; and
4. Reliance upon a set of 'levers' to shape the employment relationship.

Human resource management according to Fisher et al (1990: P6) involves all management decisions and practices that directly affect or influence the people who work for the organization. According to Ikeagwu (1999) the two terms human resource management and personnel management are synonymous but personnel management is the older and more an established name while human resource management is the more up to date title for the field.

Human Resource Management (HRM) is a planned approach to managing people effectively for performance. It aims to establish a more open, flexible and caring management style so that staff will be motivated, developed and managed in a way that they can give of their best to support

departments' missions. Good (HRM) practices are instrumental in helping achieve departmental objectives and enhance productivity.

Susan M. Heathfield (2011:12), Human Resource Management (HRM) is the function within an organization that focuses on recruitment of, management of, and providing direction for the people who work in the organization. Human Resource Management can also be performed by line managers.

Human Resource Management is the organizational function that deals with issues related to people such as compensation, hiring, performance management, organizational development, safety, wellness, benefits, employee motivation, communication, administration, and training.

Human Resource Management is also a strategic and comprehensive approach to managing people and the workplace culture and environment. Effective (HRM) enables employees to contribute effectively and productively to the overall company direction and the accomplishment of the organization's goals and objectives.

Human Resource Management is moving away from traditional personnel, administration, and transactional roles, which are increasingly outsourced. (HRM) is now expected to add value to the strategic utilization of employees and that employee programs impact the business in measurable ways. The new role of (HRM) involves strategic direction and (HRM) metrics and measurements to demonstrate value.

Gale (1991:56) sees Human Resource Management (HRM) as a term used to describe formal systems devised for the management of people within an organization. These human resources responsibilities are generally divided into three major areas of management: staffing, employee compensation, and defining/designing work. Essentially, the purpose of (HRM) is to maximize the productivity of an organization by optimizing the effectiveness of its employees. This mandate is unlikely to change in any fundamental way, despite the ever-increasing pace of change in the business world.

As Edward L. Gubman observed in the Journal of Business Strategy, "the basic mission of human resources will always be to acquire, develop, and retain talent; align the workforce with the business; and be an excellent contributor to the business. Those three challenges will never change."

Until fairly recently, an organization's human resources department was often consigned to lower rungs of the corporate hierarchy, despite the fact that its mandate is to replenish and nourish the company's work force, which is often cited—legitimately—as an organization's greatest resource. But in recent years recognition of the importance of human resources management to a company's overall health has grown dramatically. This recognition of the importance of (HRM) extends to small businesses, for while they do not generally have the same volume of human resources requirements as do larger organizations, they too face personnel management issues that can have a decisive impact on business health.

2.5.1 Human Resource System

Human resource management operates through human resource systems that bring together in a coherent way:

(HRM) philosophies describing the overarching values and guiding principles adopted in managing people.

(HRM) strategies defining the direction in which (HRM) intends to go.

(HRM) policies, which are the guidelines defining how these values, principles and the strategies should be applied and implemented in specific areas of (HRM).

(HRM) processes consisting of the formal procedures and methods used to put (HRM) strategic plans and policies into effect.

(HRM) practices comprising the informal approaches used in managing people.

(HRM) programmes, which enable HR strategies, policies and practices to be implemented according to plan.

Becker and Gerhart (1996) have classified these components into three levels: the system architecture (guiding principles), policy alternatives and processes and practices.

2.5.2 Aims of Human Resource Management

The overall purpose of human resource management is to ensure that the organization is able to achieve success through people. As Ulrich and Lake (1990) remark: '(HRM) systems can be the source of organizational capabilities that allow firms to learn and capitalize on new opportunities.' Specifically, (HRM) is concerned with achieving objectives in the areas summarized below.

Organizational effectiveness

Distinctive human resource practices shape the core competencies that determine how firms compete, Cappelli and Crocker-Hefter, (1996). Extensive research has shown that such practices can make a significant impact on firm performance. (HRM) strategies aim to support programmes for improving organizational effectiveness by developing policies in such areas as knowledge management, talent management and generally creating 'a great place to work'. This is the 'big idea' as described by Purcell *et al* (2003), which consists of a 'clear vision and a set of integrated values'.

More specifically, HR strategies can be concerned with the development of continuous improvement and customer relations policies.

Human capital management

The human capital of an organization consists of the people who work there and on whom the success of the business depends.

Bontis *et al* (1999) sees Human capital as representing the human factor in the organization; the combined intelligence, skills and expertise that give the organization its distinctive character. The human elements of the organization are those that are capable of learning, changing, innovating and providing the creative thrust which if properly motivated can ensure the long-term survival of the organization.

Human capital can be regarded as the prime asset of an organization and businesses need to invest in that asset to ensure their survival and growth. Human resource management (HRM) aims to ensure that the organization obtains and retains the skilled, committed and well-motivated workforce it needs. This means taking steps to assess and satisfy future people needs and to enhance and develop the inherent capacities of people – their contributions, potential and employability – by providing learning and continuous development opportunities. It involves the operation of 'rigorous recruitment

and selection procedures, performance-contingent incentive compensation systems, and management development and training activities linked to the needs of the business' Becker *et al*, (1997). It also means engaging in talent management – the process of acquiring and nurturing talent, wherever it is and wherever it is needed, by using a number of interdependent (HRM) policies and practices in the fields of resourcing, learning and development, performance management and succession planning.

Knowledge management

Knowledge management is any process or practice of creating, acquiring, capturing, sharing and using knowledge, wherever it resides, to enhance learning and performance in organizations Scarborough *et al*, (1999). (HRM) aims to support the development of firm-specific knowledge and skills that are the result of organizational learning processes.

Reward management

(HRM) human resource management aims to enhance motivation, job engagement and commitment by introducing policies and processes that ensure that people are valued and rewarded for what they do and achieve and for the levels of skill and competence they reach.

Employee relations

The aim is to create a climate in which productive and harmonious relationships can be maintained through partnerships between management and employees and their trade unions. **Meeting diverse needs**

(HRM) aims to develop and implement policies that balance and adapt to the needs of its stakeholders and provide for the management of a diverse workforce, taking into account individual and group differences in employment, personal needs, work style and aspirations and the provision of equal opportunities for all.

Bridging the gap between rhetoric and reality

The research conducted by Gratton *et al* (1999) found that there was generally a wide gap between the sort of rhetoric expressed above and reality. Managements may start with good intentions to do some or all of these things but the realization of them – ‘theory in use’ – is often very difficult. This arises because of contextual and process problems: other business priorities, short-termism, limited

support from line managers, an inadequate infrastructure of supporting processes, lack of resources, resistance to change and lack of trust. An overarching aim of (HRM) is to bridge this gap by making every attempt to ensure that aspirations are translated into sustained and effective action. To do this, members of the (HRM) function have to remember that it is relatively easy to come up with new and innovatory policies and practice. The challenge is to get them to work. They must appreciate, in the phrase used by Purcell *et al* (2003) that it is the front line managers who bring (HRM) policies to life, and act accordingly.

2.5.3 Policy Goals of Human Resource Management

The models of (HRM), the aims set out above and other definitions of (HRM) have been distilled by Caldwell (2004) into 12 policy goals:

1. Managing people as assets that are fundamental to the competitive advantage of the organization.
2. Aligning (HRM) policies with business policies and corporate strategy.
3. Developing a close fit of (HRM) policies, procedures and systems with one another.
4. Creating a flatter and more flexible organization capable of responding more quickly to change.
5. Encouraging team working and co-operation across internal organizational boundaries.
6. Creating a strong customer-first philosophy throughout the organization.
7. Empowering employees to manage their own self-development and learning.
8. Developing reward strategies designed to support a performance-driven culture.
9. Improving employee involvement through better internal communication.
10. Building greater employee commitment to the organization.
11. Increasing line management responsibility for (HRM) policies.

2.5.4 Characteristics of (HRM)

The characteristics of the (HRM) concept as they emerged from the writings of the pioneers and later commentators are that it is: Diverse strategic with an emphasis on integration; commitment-oriented;

based on the belief that people should be treated as assets (human capital); unitarist rather than pluralist, individualistic rather than collective in its approach to employee relations; a management-driven activity – the delivery of HRM is a line management responsibility; focused on business values.

2.5.5 Principles of Human Resource Management

Business consultants note that modern human resource management is guided by several overriding principles. Perhaps the paramount principle is a simple recognition that human resources are the most important assets of an organization; a business cannot be successful without effectively managing this resource. Another important principle, articulated by Michael Armstrong in his book *A Handbook of Human Resource Management*, is that business success "is most likely to be achieved if the personnel policies and procedures of the enterprise are closely linked with, and make a major contribution to, the achievement of corporate objectives and strategic plans." A third guiding principle, similar in scope, holds that it is HR's responsibility to find, secure, guide, and develop employees whose talents and desires are compatible with the operating needs and future goals of the company. Other (HRM) factors that shape corporate culture whether by encouraging integration and cooperation across the company, instituting quantitative performance measurements, or taking some other action—are also commonly cited as key components in business success. (HRM) summarized Armstrong, "is a strategic approach to the acquisition, motivation, development and management of the organization's human resources. It is devoted to shaping an appropriate corporate culture, and introducing programs which reflect and support the core values of the enterprise and ensure its success."

2.5.6 Position and Structure of Human Resource Management

Human resource management department responsibilities can be broadly classified by individual, organizational, and career areas. Individual management entails helping employees identify their strengths and weaknesses; correct their shortcomings; and make their best contribution to the enterprise. These duties are carried out through a variety of activities such as performance reviews, training, and testing. Organizational development, meanwhile, focuses on fostering a successful

system that maximizes human (and other) resources as part of larger business strategies. This important duty also includes the creation and maintenance of a change program, which allows the organization to respond to evolving outside and internal influences. The third responsibility, career development, entails matching individuals with the most suitable jobs and career paths within the organization.

Human resource management functions are ideally positioned near the theoretic center of the organization, with access to all areas of the business. Since the (HRM) department or manager is charged with managing the productivity and development of workers at all levels, human resource personnel should have access to—and the support of key decision makers. In addition, the (HRM) department should be situated in such a way that it is able to effectively communicate with all areas of the company.

(HRM) structures vary widely from business to business, shaped by the type, size, and governing philosophies of the organization that they serve. But most organizations organize (HRM) functions around the clusters of people to be helped—they conduct recruiting, administrative, and other duties in a central location. Different employee development groups for each department are necessary to train and develop employees in specialized areas, such as sales, engineering, marketing, or executive education. In contrast, some (HRM) departments are completely independent and are organized purely by function. The same training department, for example, serves all divisions of the organization.

In recent years, however, observers have cited a decided trend toward fundamental reassessments of human resources structures and positions. "A cascade of changing business conditions, changing organizational structures, and changing leadership has been forcing human resource departments to alter their perspectives on their role and function almost over-night," wrote John Johnston in *Business Quarterly*. "Previously, companies structured themselves on a centralized and compartmentalized basis—head office, marketing, manufacturing, shipping, etc. They now seek to decentralize and to integrate their operations, developing cross-functional teams.... Today, senior management expects (HR) to move beyond its traditional, compartmentalized 'bunker' approach to a

more integrated, decentralized support function." Given this change in expectations, Johnston noted that "an increasingly common trend in human resources is to decentralize the (HR) function and make it accountable to specific line management. This increases the likelihood that (HR) is viewed and included as an integral part of the business process, similar to its marketing, finance, and operations counterparts. However, (HR) will retain a centralized functional relationship in areas where specialized expertise is truly required," such as compensation and recruitment responsibilities.

2.6 IMPACT OF HRM ON PRODUCTIVITY IN PUBLIC SECTOR

Productivity is an index which is used to measure the ratio of output per unit of input (Imaga, 1999).

It simply tells whether or not factors of production are contributing more or less to total output.

Production means application of processes. (Technology) to the raw material to add the use and economic values to arrive at desired product by the best method, without sacrificing the desired quality. We have three ways of Production, they are:

(i) Production by Disintegration: By separating the contents of Crude oil or a mixture the desired products are produced. For example the crude oil is disintegrated into various fuel oils. Similarly salt production is also an example for product produced by disintegrated. We can use Mechanical or Chemical or both technologies to get the desired product, so that it will have desired use value.

(ii) Production by Integration: In this type of Production various Components of the products are assembled together to get the desired product. In this process, Physical and Chemical Properties of the materials used may change. The examples are: Assembly of Two wheelers, Four wheelers and so on.

(iii) Production by Service: Here the Chemical and Mechanical Properties of materials are improved without any physical change. The example for this is Heat Treatment of metals. In real world, a combination of above methods is used.

In general production is the use of any process or procedure designed to transform a set of input elements into a set of output elements, which have use value and economic value. Production, in economics, manufacture and processing of goods or merchandise, including their design, treatment at various stages, and financial services contributed by bankers. Various economic laws, price data, and available resources are among the factors in production that must be considered by both private and governmental producers.

Production technology refers to the way capital, technology, natural resources, and labour are combined to create final goods. Businesses choose these inputs depending on the type and quantity of goods they produce. For example, a snack-cake factory and a local bakery will each use different equipment and methods to produce cupcakes. A production technology that requires many workers and relatively few machines is called a labour-intensive technology. A technology that uses many machines and relatively few workers is called a capital-intensive technology. Generally, as industries grow, they become more capital intensive. In the United States between 1950 and 1997, for example, the number of workers employed for every million dollars of commercial capital decreased from 33 workers to 1.1 workers.

2.7 THE EFFECTS OF HUMAN RESOURCE MANAGEMENT PRACTICE ON PRODUCTIVITY

Given the evidence in variations in HRM practices and productivity a natural question to ask is are these connected? We find that the answer is “probably, yes”. In the empirical section we focus on productivity as the key outcome. Many studies look at other outcomes such as worker turnover, absenteeism, worker perceptions, etc. These are useful, but if they have no effect on productivity then in our view they are second order – generally studies use them because they have no direct evidence on productivity (e.g. Blasi et al, 2009:4). We do not focus on measures of worker wellbeing such as job satisfaction or wages. Lazear and Shaw (2008) suggest that some of the dramatic increase in wage inequality in the US, UK and other country since the late 1970s is due to HRM practices. Lemieux et al (2009) and Guadalupe and Cunat (2009a) also take this position, although the current state of the evidence is still limited. These are interesting outcomes in their own right, and may also

feed through into productivity, but we are space constrained and refer the reader to the wider literature were relevant.

An important issue is the correct way to econometrically estimate production functions and TFP. Akerberg et al (2007) have surveyed such methods in a recent Handbook chapter, and this is a lively (but still unsettled) area of research.

There is also a growing literature on examining the impact of worker characteristics (or “human resources” such as skills, gender, race, seniority and age) on productivity through direct estimation in production functions rather than the traditional approach of looking at these indirectly through including them in wage equations. Interested readers are referred to recent examples of this approach in Moretti (2004), Hellerstein et al (1999) and Dearden et al (2006).

An important rejoinder to this is that firms maximize discounted profits, not productivity. It may increase productivity to introduce a given HRM practice, but this may still reduce profits, which is why firms have chosen not to adopt (an example is Freeman and Kleiner, 2005, who found that the abolition of piece rates reduced productivity but increased profits as quality rose in the absence of piece rates). This is analogous to any factor input such as capital – increasing capital per hour will increase output per hour, but the firm already takes this into account in its maximization program.

Thus, just as we are interested in estimating the parameters of a conventional production function for capital and labor, we may be interested in the parameters associated with an HRM augmented production function.

A second for studying the effect of HRM on productivity is that if we do see any effect, we are interested in the *mechanisms* through which this effect is working. For example, we expect the introduction of incentive pay to affect the type of workers who want to join and leave the firm. How important are these sorting and selections effect relatively to the pure incentive effect? Moreover, even if we expect a positive effect, we may not be so interested in the average effect but rather how this varies with observable characteristics of sub-groups of workers, or of the firm or of its environment.

Theory suggests that changing HRM will have heterogeneous effects in this way, so this places some more testable restrictions on the data.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 INTRODUCTION

This chapter is aimed at identifying the various methods applied in collecting data for this research work. It is organized under the following sub-headings: Research design, Area of Study, Data Source, Population of Study, Sample and Sampling techniques, Data Collection instrument, Validation of Instrument, Administration of data, and Method of data analysis.

3.2 RESEARCH DESIGN

In defining design, odo(1992:43), stated that designing implies outlining the name of equipment and other materials the research intends using, applying some to successfully execute the practical aspect of the research study.

According to kinnear(1989:133) “a research design is the basic plan which guides the data collection and analysis phases of a research project. It is the framework which specifies the type of information to be collected and source of data collection procedure.

A descriptive survey method was used for this study. It is important to determine the method and procedure adopted in this research report since it gives the reader background information on how to evaluate the findings and conclusion.

3.3 AREA OF STUDY

The area covered by the investigation is Abuja Electricity Distribution Company (AEDC) Nasarawa Branch, Nasarawa State.

3.4 PROCEDURE FOR DATA COLLECTION

In collecting information for the study, the researcher used both primary and secondary source of data.

3.4.1 Primary Sources

According to Uzoagulu (1998), it contains the data originally assembled by the person who actually observed the phenomenon. Primary data mainly come from direct observation of events, manipulation of variables, contrivance of research situations including performance of experiments and responses to questionnaire (Asika, 1991). The researcher sources her primary data via observation and survey methods of questionnaire.

3.4.2 Secondary Source

These comprise sources of data which, though needed for the current study, were collected primarily from another study. Data from these sources were not original to the researcher; they were assembled by other people. In order to gather enough data for this project work Abuja Electricity Distribution Company (AEDC) Nasarawa Branch's past data, journals, gazettes, textbooks, magazines, newspapers, encyclopedias, other people's project reports, web and library were used.

3.5 POPULATION OF STUDY

All the people or variables that constitute the focus of study are called population. According to silver throne,(1980:12) "population is the totality of any group, person or objects which is defined by some unique attributes". This is to say that population is any group of being the researcher has focused attention on and chosen as approved topic of study.

Since it is usually not possible to study the entire larger population of Abuja Electricity Distribution Company (AEDC),the researcher has chosen the Abuja Electricity Distribution Company Nasarawa zone as the studied population in order to find a possible solution to which involve a total of 250 employees including top and junior staff.

3.6 SAMPLE AND SAMPLING TECHNIQUES FOR THE STUDY

Sampling is a process of selecting a given number or any portion of that population for the purpose of obtaining information for generalization about the large population Nwabuoeki (1986:47). Sampling population is used to avoid possible errors in dealing with population. The population size

was narrowed down to determine the sample size. A statistical formula was used in determining the sample size.

Yaro Yamani formula as quoted in Nwabuokeyi(1986 : 471) was applied and it is stated as follows:

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

Where n=sample size

N=total population size

1 is constant

e = the assume error margin or tolerable error which

is taken as 5%(0.05)

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

Where N=250

$$e = (0.05)^2 = 0.0025$$

$$n = 250$$

$$= \frac{250}{1 + 250(0.0025)}$$

$$= \frac{250}{1 + 0.625}$$

$$= \frac{250}{1.625}$$

$$= 153.846 \quad n =$$

154

Using Bourley's proportion allocation formula $n_1 =$

$$n_1(n)$$

$$N$$

Where n_1 = Element within the sample frame i.e Number
 Allocated to each class of employee (department)

n = Sample or the proportion of the universe used For
 the study.(Total sample size)

N = Population of the study i.e overall employee.

Departments:

1)	Administrative and Service Dept	----	62
2)	Technical/Service Dept	-----	80
3)	Customer service Dept	----	35
4)	Finance and Account Dept	----	40
5)	Audit Dept	----	33

Population for the study

250

Administrative and Service Dept

$$n_1 = 62 \times 154$$

$$\frac{250}{250} = \frac{9548}{250} = 38.19 = \underline{38}$$

Technical/Service Dept

$$n_1 = \frac{80 \times 154}{250} = 12320$$

$$250 = 49.28 = \underline{49}$$

Customer service Dept

$$\begin{aligned}
 n_1 &= 35 \times 154 \\
 &= \underline{5390} \\
 &= 21.56 = \underline{\underline{22}}
 \end{aligned}$$

Finance and Account Dept

$$\begin{aligned}
 n_1 &= 40 \times 154 \\
 &= \underline{6160} \\
 &= 24.64 \\
 &= 25 \\
 &= \underline{\underline{25}}
 \end{aligned}$$

Audit Dept

$$\begin{aligned}
 n_1 &= 33 \times 154 \\
 &= \underline{5082} \\
 &= 20.32 = \underline{\underline{20}}
 \end{aligned}$$

To cross check:

$$\begin{aligned}
 &38 + 49 + 22 + 25 + 20 \\
 &= \underline{\underline{154}} \text{ (sample size)}
 \end{aligned}$$

3.7 DATA COLLECTION INSTRUMENT

The research made use of the following procedures in gathering data: Questionnaire, Interviews and Observations.

3.7.1 Questionnaire:

A questionnaire is a list of questions designed to elicit information from specified target respondents. This they do, by filling in answers in spaces provided for that purpose.

Administration of the questionnaire was face-to-face method. Here, questionnaires were filled by the respondents either directly or by another person in the presence of the researcher. The major advantage is that it is taken seriously by the respondents since the researcher is right there. It is

faulted because of its proneness to bias. The presence of the researcher could influence the responses given by the respondents.

Classification on the basis of how the questionnaire is structured is closed-ended questionnaires. These provide fixed answers to the questions asked and require the respondents to fill the ones thought suitable.

An introductory letter was attached to the questionnaire (See Appendix I).

3.7.2 Interviews:

This is a question and answer situation between the researcher and respondents with a view to eliciting relevant data for certain contradictory issues in the company. It is done between the interviewer and the interviewee on one-on-one basis. The questions and the way they are asked are predetermined and follow a stereotyped pattern, therefore, it is structured.

Structured questions help the interviewer to keep focused and save time in the process of the interview.

3.7.3 Observation:

This is the process of gathering data through direct notice and close watch. As a technique for gathering data, it is reputed for being the most difficult and most unreliable (Anikpo, 1986). Participant observation was used in gathering her data. In this case, the researcher tries to integrate into the group she is observing. This reduces suspicious and helps her to get at a close range some attributes that are not easily manifest.

3.8 VALIDATION OF INSTRUMENT:

The instruments used were developed by the researcher in accordance with the research topic:

HRM and Productivity in the Nigerian Public Sector.

The content validity of the instrument was determined by the experts in test and measurement who marched the variables of the instruments with the research questions in order to determine whether or not the instruments measured what they were supposed to measure.

3.9 METHOD OF DATA ANALYSIS

In analyzing the data collected using the questionnaire; the researcher used the simple percentages method of data analysis. The analysis was represented in tabular form for easy understanding and it consist the number of respondents and the corresponding percentage and chi – square was used as the statistical tools used for testing more than two population using data base on two independent random samples.

The test statistical thus becomes

$$X^2 = \sum \frac{(o_1 - e_1)^2}{e_1}$$

Where o_1 = observed frequency

e_1 = expected frequency

This test is based strictly on the primary data gotten from the use of questionnaire.

DECISION RULE: Reject Null Hypothesis if calculated value of (X^2) is greater than the critical value and accept Null Hypothesis if calculated value of (X^2) is less than the critical value.

The Degree of freedom = $(n - 1) (k - 1)$

Where Df =Degree of freedom

n = Number of rows

k = Number of column

CHAPTER FOUR

PRESENTATION AND ANALYSES OF DATA

4.1 PRESENTATION OF DATA

This study made use of questionnaires. In this chapter, the data collected from the respondents regarding the basic issues involved in the research work are presented and analyzed.

A total of two hundred and fifty (250) questionnaires were distributed out of which one hundred and ninety (190) were duly completed and returned, thus giving a response rate of 76%. For a study of this nature, such a percentage is very high thereby indicating the willingness of the respondents to co-operate.

The summary of the response rate is presented on the table 4.01 below.

Table 4.01; QUESTIONNAIRE RESPONSE RATE

Features of Questionnaire	Number	Percentage
Questionnaires administered	250	100
Questionnaires collected	190	76
Questionnaires rejected	60	24
Questionnaires used for analysis.	190	76

This detail of the questionnaire distributions are shown on table 4.02 below

TABLE 4.02

DISTRIBUTION OF QUESTIONNAIRES

Category of workers	Number Administered	Number Collected	Number Rejected	Number Used
Managers	50	45	5	45
Senior staff	40	30	10	30
Junior staff	100	82	18	82
Officers	60	33	27	33
TOTAL	250	190	60	190
PERCENTAGE	100	76.0	24.0	76.0

4.2 ANALYSES OF DATA

The analyses and subsequent conclusion were based on the outcome of the one hundred and ninety (190) questionnaires that were collected, returned and accepted, which for the purpose of this study constitute my one hundred percent (100%). The analyses of data collected were carried out mathematically and statistically by applying Chi-square (χ^2) at 5% level of significance.

DEMOGRAPHIC CHARACTERISTICS

Items 1, 2, 3, 4 were used to address the characteristics

Table 4.03: Showing the Demographic profile of the respondents n = 190

Characteristics	Frequency	%
1. Sex		
Male	110	57.9
Female	80	42.1
	190	100
1. Years of experience		
0-5 yrs	98	51.6
5-10	50	26.3
10 and above	42	22.1
	190	100
3. Qualification		
F. S. L. C	10	5.3
WACE or its equivalent	20	10.5
OND or its equivalent	70	36.8
Degree or its equivalent	50	26.3
Masters Degree	40	21.1
	190	100

5. Position occupied		
Managers	45	23.7
Senior staff	30	15.8
Junior staff	82	43.2
Officers	33	17.4
	190	100
6. Department		
Technical Service Dept.	49	25.8
Audit Department	20	10.5
Marketing Department	36	18.9
Finance and Account Dept	25	13.2
Administrative Dept.	38	20.0
Customer Service Dept.	22	11.6
	190	100

Results:

From the table above, 57.9% of them are males while 42.1% of respondents are female; this shows that Abuja Electricity Distribution Company (AEDC) Nasarawa Zone out of which (250) two hundred and fifty staff were selected, top management inclusive., is largely made up of males. 51.6% of the staffs fall within 0-5 years of experience, 26.3% of them fall within 5-10 years of experience and 22.1% for 10 and above.

The table 4.03 above indicates that the majority of staffs in Abuja Electricity Distribution Company (AEDC) Nasarawa Zone have OND or its equivalent. They constitute 70 respondents representing 36.8% of the total sample size. It is closely followed by staff with B. Sc or its equivalent, which constitute 50 respondents representing 26.3% of the total sample size. Staff with M.Sc or its equivalent follows next with 40 respondents representing 21.1% of the total sample size while staff with WACE or its equivalent constitutes 20 respondents representing 10.5% of the sample size.

Those with FSLC or its equivalent constitute only of 10 respondents representing the lowest percentage of 5.3% of the total sample size.

43.2% of the staff are junior staff, 23.7% of them are managers, 17.4% and 15.8% are both officers and senior staff respectively. 25.8% of the respondents are in the Technical Service Department, 20%, 18.9%, 13.2%, 11.6% and 10.5% are in Administrative Dept, Marketing Dept., Finance& Account Dept., Customer Service Dept., and Audit Dept. respectively.

This chapter was concerned with the presentation of the analysed data and the results. They are presented on table 1-7 below.

HYPOTHESIS ONE (H1)

There is evidence to prove that work motivation and compensation of workers contributes to the productivity of public sector organization.

The respondents were asked to indicate how inadequate work motivation and compensation of workers can affects productivity in public sector organization

TABLE 4.04

Refer Question 1

Is true that inadequate work motivation and compensation of workers affects productivity in

Public sector organization?

n=190

Response	Respondents	Percentage
Yes, because the workers are not happy about the situation	70	36.8
Yes, because the staffs no longer work.	56	29.5
All of the above	40	21.1
None of the above	24	12.6
TOTAL	190	100

From the table 4.15 above, 70 out of 190 respondents (ie 36.8%) said that because the workers are not happy about the situation. Also, 56 out of 190 respondents said that because the staffs no longer work. However, 40 out of 190 respondents (ie 21.1%) said that the first and second reason above

affects the management of organization. But 24 out of 190 (ie 12.6%) were not in support of the above views.

However, the researcher made further verification using question 2 and the analyses shown on table 4.05 below.

TABLE 4.05- (Question 2)

Is it true that inadequate motivation and compensation of staff contributes to poor productivity in your department?

Responses	Respondents	Percentage
Yes	166	87.4
No	24	12.6
TOTAL	190	100

From the table above, 166 out of 190 respondents said yes that that inadequate work motivation and compensation of workers affects productivity in public sector organization But, 24 out of 190 respondents said no that that inadequate work motivation and compensation of workers affects productivity in public sector organization.

From table 4.05 above, we deduce table 4.06 as shown below:

TABLE 4.06

OBSERVED FREQUENCY USED IN TESTING HYPOTHESIS 1

Is it true that inadequate motivation and compensation of staff contributes to poor productivity in your department?

Yes	166
No	24
Total	190

4.07 as shown below.

TABLE 4.07

EXPECTED OR THEORETICAL FREQUENCY OF HYPOTHESIS 1

Yes	95
No	95
Total	190

From here, we can combine the results of table 4.06 and table 4.07 to obtain table 4.08 as shown below:

TABLE 4.08

	Observed frequency (fo)	Theoretical frequency (ft)	Total
Yes	166	95	261
No	24	95	119
TOTAL	190	190	380

We have to note that Chi-square is an important extension of hypothesis testing. It is used when it is required to compare an actual/ observed frequency with a theoretical or expected frequency.

Chi-square test had been applied in this study.

The formula for the calculation of Chi-square (χ^2) is given by:

$$\chi^2 = \frac{(f_o - f_t)^2}{f_t}$$

Where fo= observed frequency, and

ft= theoretical frequency.

TESTING

We now state the null and alternative hypotheses and test accordingly.

H₀: There is evidence to prove that work motivation and compensation contributes to the productivity of public sector.

H₁: There is no evidence to prove that work motivation and compensation contributes to the productivity of public sector. By computation, we have that Chi-square,

$$\chi^2 = \frac{(f_o - f_t)^2}{f_t}$$

$$\chi^2 = \frac{(166 - 95)^2}{95} + \frac{(24 - 95)^2}{95} = \frac{5041}{95} + \frac{5041}{95}$$

$$= 53.1 + 53.1 = 106.1$$

DECISION

The decision rule is to reject H_0 if the computed value of the test statistic is greater than the critical value of the chi-square read from the table.

Thus we reject the null hypotheses (H_0) and accept the alternative hypotheses (H_1)

HYPOTHESES 2 (H2)

There is evidence to prove that Ethics and Values contribute to poor productivity of public sector.

Refer Question 3

Because of poor ethics and value, the following is true?

TABLE 4.09

Response	Respondents	Percentage
The maintaining of a satisfied work standards and service delivery is reduced and this leads to poor production	50	26.3
The set goals of the organization is not met which affects the management efficiency	50	26.3
All of the above	50	26.3
None of the above	40	21.1
TOTAL	190	100

From the table 4.09 above, 50 out of 190 respondents (ie 26.3%) said that the maintaining of a satisfied work standards and service delivery is reduced and this leads to poor production.

Also, 50 out of 190 respondents said that the set goals of the organization are not met which affects the management efficienc

However, 50 out of 190 respondents (ie 26.3%) said that the first and second reason above affects the management of organization. But 40 out of 190 (ie 21.1%) were not in support of the above views. However, the researcher made further verification using question 4 and the analyses shown on table 4.10 below.

TABLE 4.10- (Question 4)

Is poor ethics and value affecting the productivity in public sector organization?

Responses	Respondents	Percentage
Yes	150	78.9
No	40	21.1
TOTAL	190	100

We present below the observed and theoretical (ie expected) frequency to the question 4 in order to test hypotheses 2 (H₂) using Chi-square (x²).

	Observed frequency (fo)	Theoretical frequency (ft)	Total
Yes	150	95	245
No	40	95	135
TOTAL	190	190	380

Note that the research expects 50% of the respondents to affirm Ethics and Values contribute to poor productivity of public sector. and 50% to disagree with this new.

TESTING

We now state the null and alternative hypotheses and test accordingly.

Ho: There is no evidence to prove that Ethics and Values contribute to poor productivity of public sector.

H₂: There is evidence to prove that Ethics and Values contribute to poor productivity of public sector.

Note that the level of significance is 5% and the degree of freedom is 1.

By computation, we have that Chi-square,

$$\chi^2 = \frac{(f_o - f_t)^2}{f_t}$$

$$\chi^2 = \frac{(140 - 95)^2}{95} + \frac{(41 - 95)^2}{95} = \frac{2025}{95} + \frac{3025}{95}$$

$$= 31.8 + 31.8 = 63.7$$

DECISION

The decision rule is to reject Ho if the computed value of the test statistic is greater than the critical value of the chi-square read from the table.

Thus we reject the null hypotheses (Ho) and accept the alternative hypotheses (H₂)

HYPOTHESES 3 (H₃)

There is a significant relationship to show that work attitude of workers by workers affects the productivity of public sector.

Refer Question 5

Is it true that poor work attitude by workers affects productivity?

TABLE 4.11

Response	Respondents	Percentage
Yes, because the workers will have no job satisfaction and involvement which will be affect the productivity of the organization.	30	15.8
Yes, because the workers will lack the organizational commitment and its set goals	58	30.5
All of the above	80	42.1
None of the above	22	11.6
TOTAL	190	100

From the table 4.11 above, 30 out of 190 respondents (ie 15.8%) said Yes, because the workers will have no job satisfaction and involvement which will be affect the productivity of the organization. Also, 58 out of 190 respondents said that because the workers will lack the organizational commitment and its set goals.

However, 80 out of 190 respondents (ie 42.1%) said that the first and second reason above affects the productivity of organization. But 22 out of 190 (ie 11.6%) were not in support of the above views.

However, the researcher made further verification using question 6 and the analyses shown on table 4.12 below.

TABLE 4.12- (Question 6)

Does workers' attitude contribute to the poor productivity in public sector organization?

Responses	Respondents	Percentage
Yes	168	88.4
No	22	11.6
TOTAL	190	100

We present below the observed and theoretical (ie expected) frequency to the question 6 in order to test hypotheses 3 (H₃) using Chi-square (x²).

	Observed frequency (fo)	Theoretical frequency (ft)	Total
Yes	168	95	263
No	22	95	117
TOTAL	190	190	380

TESTING

We now state the null and alternative hypotheses and test accordingly.

H₀: There is no significant relationship to show that work attitude of workers by workers affects the productivity of public sector.

H₃: There is a significant relationship to show that work attitude of workers by workers affects the productivity of public sector.

By computation, we have that Chi-square,

$$x^2 = \frac{(f_o - f_t)^2}{f_t}$$

$$x^2 = \frac{(168 - 95)^2}{95} + \frac{(22 - 95)^2}{95} = \frac{5529}{95} + \frac{5529}{95}$$

$$= 56.1 + 56.1 = 112.2$$

DECISION

The decision rule is to reject H_0 if the computed value of the test statistic is greater than the critical value of the chi-square read from the table.

Thus we reject the null hypotheses (H_0) and accept the alternative hypotheses (H_3)

HYPOTHESES 4 (H_4)

There is evidence to show recruitment and selection process of workers affects the productivity of public sector organization

Refer Question 7

Which of these factors influenced the recruitment and selection process of your employment into the organization?

TABLE 4.13

Responses	Frequency	Percentage
Political pressure	30	15.8
Practice of Ima Mmadu	50	26.3
Federal character principle of representation	40	21.1
Common state of origin	30	15.8
All of the above	10	5.3
None of the above	30	15.8
TOTAL	190	100

From the table 1 above, 50 out of 190 (i.e. 26.3%) of the respondents indicated that they were employed through the practice of Ima Mmadu; while 40 (ie 21.1%) indicates that Federal character principle of representation was employed for their employment. However, Political pressure, None of the above and Common state of origin which are 30 out of 190 (15.8%) were indicated respectively by the respondents as a factor that influenced their recruitment and selection process. But 10 out of 190 (5.3%) indicated that their recruitment and selection process was influenced by all the factors listed above.

To further clarify this problem, the respondents were asked to answer objectively if inadequate recruitment and selection process affects the productivity of organization. Question 8 was designed for this clarification.

TABLE 4.14- (Question 8)

Does recruitment and selection process affect productivity?

Responses	Respondents	Percentage
Yes	160	84.2
No	30	15.8
TOTAL	190	100

We present below the observed and theoretical (ie expected) frequency to the question 8 in order to test hypotheses 4 (H₄) using Chi-square (χ^2).

	Observed frequency (fo)	Theoretical frequency (ft)	Total
Yes	160	95	255
No	30	95	125
TOTAL	190	190	380

CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATION

This chapter gives details of the research findings, conclusion and recommendations of what have been discussed right from the beginning of this research work.

5.1 SUMMARY OF FINDINGS

The information given under this sub-heading reflects the researcher's findings and subsequent conclusion regarding Personnel Management in Nigeria Public Sector as a basis for investigating the methodology adopted in the study of AEDC. These findings were gotten from the tested hypotheses, interviews as well as from past records. The findings are discussed below.

Objective One:

This objective determined staff's opinion concerning the inadequate work motivation and compensation of workers and how it affects productivity in public sector organization. 70 out of 190 respondents (ie 36.8%) said that because the workers are not happy about the situation. Also, 56 out of 190 respondents said that because the staffs no longer work. However, 40 out of 190 respondents (ie 21.1%) said that the first and second reason above affects the management of organization. But 24 out of 190 (ie 12.6%) were not in support of the above views.

There is evidence to prove that work motivation and compensation contributes to the productivity of public sector. This is because majority of the respondents indicated that workers are not happy about the situation and as a result no longer work hard. The above outcome is in harmony with what was seen in our literature review.

Specifically, we define compensation as what employees receive in exchange for their contribution to the organization. When managed properly, it helps the organization achieve its objectives and obtain, maintain, and retain a productive workforce.

Objective Two

This objective determined staff's opinion concerning Ethics and Values contribution to poor productivity of public sector. 50 out of 190 respondents (ie 26.3%) said that the maintaining of a satisfied work standards and service delivery is reduced and this leads to poor production.

Also, 50 out of 190 respondents said that the set goals of the organization are not met which affects the management efficiency

However, 50 out of 190 respondents (ie 26.3%) said that the first and second reason above affects the management of organization. But 40 out of 190 (ie 21.1%) were not in support of the above views.

It could be inferred that the management should improve the Ethics and Values of their staffs in order to achieve the set goal of their organization. This confirmed the view of public service ethics as the traditional value of the public service, which emphasizes equity, probity, integrity, moral conduct and political neutrality.

Objective Three

This objective determined staff's opinion concerning the relationship between poor work attitude by workers and how it affects productivity.

30 out of 190 respondents (ie 15.8%) said Yes, because the workers will have no job satisfaction and involvement which will be affect the productivity of the organization. Also, 58 out of 190 respondents said that because the workers will lack the organizational commitment and its set goals.

However, 80 out of 190 respondents (ie 42.1%) said that the first and second reason above affects the productivity of organization. But 22 out of 190 (ie 11.6%) were not in support of the above views.

The finding supports work attitude as stated by Robbins and Judge (2007:74) as an evaluative statement either favourable or unfavorable, which reflects how one feels about something like people, objects or event.

Objective Four:

There is evidence to show recruitment and selection process of workers affects the productivity of public sector organization

This is because majority of the respondents indicated that they were employed through the practice of Ima Mmadu. The above outcome is in harmony with what was seen in our literature review.

Fatiregun (1992:131) defines both recruitment and selection as follows: recruitment is the process of assessing a job, announcing the vacancy, arousing interest and stimulating people to apply, while selection is the process of choosing, for excellence, through the process of rejection or matching the applicants, first, against the attributes which we expect will make for success on the job, and secondly, matching the candidates one against the other until we have rank ordered all of them in order of relative suitability. And the incident is to accept the alternative hypothesis (H_4) which stated that there is evidence to prove that inappropriate recruitment and selection process contributes to human problems in organization.

5.2. RECOMMENDATIONS

Based on the finding, the following recommendations were made. The recommendations if properly adhered would be designed to enhance the management of Human Resource in public sector organization of AEDC with a view to improving their productivity. These recommendations are:

1. Annual performance appraisal and evaluation of workers should be properly and equitably conducted.
2. Proper recruitment and selection processes should be adhere to.
3. The work attitude of the staffs should be improved to help their productivity by encouraging job satisfaction.
4. Promotion of the workers should be more regular and based on merit.

5.3. CONCLUSION

Human Resource Management encourages the survival, growth and profitability of any public sector organization especially Abuja Electricity Distribution Company AEDC.

The findings of this research work conform with the views and findings in Related Literatures already reviewed in Chapter two of this work and this primarily depicts that effective human resource management is a sine qua non to actualization of public sector organization productivity.

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