

**HUMAN RESOURCE MANAGEMENT AND ORGANISATIONAL PERFORMANCE IN
MINISTRY OF NIGER DELTA AFFAIRS ABUJA (2014 – 2019)**

BY

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ABSTRACT

This study examines the effect of Human Resource Management on organizational performance in Federal Ministry of Niger Delta Affairs Abuja. The main objective of the study is to examine the effect of human resource management on employees' productivity and performance in the ministry. The study adopted the survey research method. Primary data were collected through questionnaire and oral interviews were conducted to validate responses in the questionnaire. Data analysis was conducted using simple percentage, the major finding includes that, Annual performance appraisal and evaluation of workers has always been properly and equitably conducted. Proper recruitment and selection processes have been adhere to. The work attitude of the staffs has help in improving employee's productivity through encouragement in job satisfaction. Promotion of the workers has been regular and based on merit. Motivation of staff was adopted to create good working environment and to improve workers attitude towards achieving corporate objectives. Promotion and maintenance of good working condition of staff were dully observed without bias and sentiment. Human resources managers in Federal Ministry of Niger Delta Affairs have shun and eschew bribery and corruption. The ministry management has embarked on seminars and workshops in order to train its employee for efficient productivity. Based on the finding, it was recommends that, Motivation of employees should be institutionalised to create good working environment. Good work ethnics should be promoted among employees in order to ensure a harmonious work environmen

Introduction

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.

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 inter-sectoral 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

Public sector organizations in Nigeria face problems which often hampers the attainment of the set goals. The productivity of any public organizational sector depends largely on the performance of its people (i.e. the management and subordinates). For this success to be achieved, the human resource of any organization must be efficiently managed. In effect, there are always problem, associated with work on the function of human resource management such as motivation and compensation, ethics and values, work attitude as well as recruitment and selection process. Given the dearth of empirical research on human resource management and organization performance, this study is conducted to boost the effort of existing although inadequate research on the subject matter. Therefore, this study examined the effect of human resource management on employees' productivity and performance in the ministry.

The following research questions were poses

1. What is the effect of recruiting competent work force on the performance of the Ministry?
2. To what extent has motivation and compensation enhanced employees' efficiency in Federal Ministry of Niger Delta Affairs?
3. What is the effect of works Ethics on the performance of Ministry of Niger Delta Affairs?

The general objective of this study is to examine the effect of human resources management on the organizational performance of Ministry of Niger Delta Affairs. The specific objectives include the following:

- i. To examine the effect of competent work force on the performance Ministry?
- ii. To examine the effort of Human resource Management in promoting the staff welfare at Federal Ministry of Niger Delta Affairs?
- iii. To determine whether motivation and compensation has enhance employee's efficiency in Federal Ministry of Niger Delta Affairs?

Conceptual Framework

Concept of Human Resource Management (HRM)

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 (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 (2007) 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.

The bane of public sector financial mismanagement in Nigeria since the oil boom years a period under which there existed structurally weak control mechanism, which create a variety of loopholes

that have tended to facilitate and sustain, corrupt practices. This is coupled with the fact that there is a near total absence of the notion and ethics of accountability in the conduct of public affairs in the country (Bello, 2001). Tanzi (1999) noted that:

good governance is essential part of a framework for economic and financial management which includes: macroeconomic stability; commitment to social and economic equity; and the promotion of efficient institutions through structural reforms such as trade liberalization and domestic deregulation. Poor governance may result from factors such as incompetence, ignorance, lack of institutions, the pursuit of economically inefficient ideologies, or misguided economic models. It is often linked to corruption and rent seeking.

Organizational Performance

Koontz and Donnell (1993) define the Organizational Performance as the ability of an industry in attaining or aiming such goals as high gains, superior products and services, sound financial results, sizeable market portion and survival at set time using pertinent approach for action. Contrary to the above definition, Mwita, (2000) defined Organizational Performance as an achievement, accomplishment or performance of an organization. He further stated that, performance is a crucial multidimensional establishment focused in attaining outcomes and has a secure association to strategic objectives of an institution.

Armstrong (2001) argues that Organizational Performance is an achievement which refers to both outcome and behaviours, and modifying institutional actions and behaviours of work to attain outcomes or effects. Conducts or etiquettes are results in their own right and response to the outcome of mental and physical attempt applied to assignment. Armstrong definition seems to be in line with the view of Mwita which also sees organizational performance as achievement of organizational goals.

Alam (2001) observe that organizational performance is a multidimensional construct that is composed of four segments i.e. customer-focused accomplishment, this includes but not limited to customer satisfaction, products or services performance; the performance of financial and market that also involves market position, profit revenue, human resource performance cash to cash cycle time, and income per share; including employee gratification; and organizational efficiency, that includes the extent of innovation, time to market; production and supply chain flexibility.

The achievement of an institution or organization can also be used to see how an industry or a firm is performing on a degree of profit, share in the market and quality products in association to other firms within equivalent industry.

Empirical Review

A study conducted by Dhaka, Slams & Siengthai (2010) examined the impact of human resources management practices on firm performance in a sample of 53 enterprises with a sample size of 26 respondents. Hypotheses were formulated and analyze. It was revealed that human resources management practiced enhanced employee performance, Also Bruno (2007), examined human resources management practice cluster in relation to size and performance; this is an investigation in Canadian manufacturing SMEs. Three research questions were raised to guide the study. This study attempted to evaluate SMEs with the existence of clusters of human resources management practices or the relationships between such cluster and business performances.

Another study conducted on North Taiwan, Liao (2008), examined and addressed the use of Analytic network process (ANP) in the Taiwanese hospital public relation personnel selection process. 48 practitioners and executive in Northern Taiwan were selected. 12 criteria that were mentioned above 40 times by these respondents, including interpersonal skill, experience, negotiation, language, ability, adaptation to environment, adaptation to company, emotion, loyalty, attitude and response were retained.

Another study conducted by Likerman (2005) a study of staffing remote rural areas in middle-and-low-income countries, stated that many countries in middle-and-low-income countries today suffer from sever staff shortages and/or anal distribution of health personnel which has been aggravated more recently by the disintegration of health systems in low income countries and by the global policy environment. The aim of this article is to explore the links between attraction and retention factors and strategies with a particular focus on the organizational diversity and location of decision making.

Another study conducted by Pudelko *et. al* (2009), examine “Human Resource Management: Inspirations from Abroad and Current Trends of change” and observed that human resource management (HRM) has been perceived by many observers as a key ingredient accounting, management, human resource management, psychology and marketing for the success of Japanese companies on world markets during the 1980s. Suggestions of how Western managers could learn from Japanese HRM practices were plentiful and working more hard and how the people are more interactively working in the organization. He analyses the data collection and sample, description of HRM model.

Another study conducted by Timothy *et. al* (2005) “Strategic Global Human Resource Management Research In The Twenty First Century: An Endorsement of the Mixed-Method Research” maintained that global competition is rapidly becoming the norm in which nearly all business organizations must compete in one fashion or another and they have to compete with each other to survive in the long run. When the competition is more among the business ventures, the people are compelled to the standard of human resource management. The complexity and value of Strategic Global Human Resource Management (SGHRM) will continue to compound in significance as globalization becomes the predominate form of business. In the business industry when the competition is acute, then the benchmarking in the strategic human resource management will be more effective and sub contracting will be more in business, automobiles and engineering industries.

Mohan *et.al.* (2011:34) suggested that “it is not technology, but the art of human and humane-management” that is challenge for the managers and to level management in the 21st century future economic and strategic advantage will rest with the organizations that can most effectively attract, develop and retain a diverse group of the best and the brightest human talent in the market place and the market will be more sustainable in the long run and development will be happened for the managers to all. In a growing number of organizations human resources are now viewed as a source of competitive advantage. There is greater recognition that distinctive competencies are obtained through highly developed employee skills, distinctive organizational cultures, management processes and systems.

In a study assessing the recruitment of new graduates, Kersley *et al* (1997:27) reiterated the anticipatory socialization stage for students planning to enter professions, and in particular the effects of recruitment and selection experiences on career expectations and orientation. They agreed

that the nature of students' job search activity, the possession of relevant work experience, and exposure to employers through recruitment and selection activities may form part of the "evolving sequence of a person's work experiences" which contributes to anticipatory socialization. It has been argued that exposure to employers through recruitment and selection is a social process where employers and potential employees gradually perceive a match. Through job search activities and awareness of employers' recruitment literature and events, students gather information about organization's goals, values, climate and work practices to guide their ultimate decision. Exposure to selection procedures provides information about the culture and attributes of an organization, and candidates form judgments from their perceptions of the fairness of the selection methods used.

Delery and Doty (1996) argued that providing students with greater awareness of employment opportunities, and equipping them with the ability to be proactive in approaching potential employers will lead to more effective career self-management and selection processes.

Theoretical Framework

In this study, Maslow's Hierarchy of Needs Theory was adopted as the framework of analysis; Maslow put forward a theory that has five levels of human resource needs which employees need to fulfill at work. The entire needs are structured into a hierarchy and only once a lower level of needs has been fully met, would a worker be motivated by the opportunity of having the next need up in the hierarchy satisfied. For example, a person dying of hunger will be motivated to achieve a basic wage in order to buy food before worrying about secured job content or the respect of others. Organization should therefore provide different incentives to workers in order to help them fulfill each need in turn and progress up the hierarchy. Managers or administrators should also recognize that workers are not motivated in the same way nor all move up the hierarchy at the same place. They may, therefore, have to offer a slightly different set of incentives for workers. The

Maslow took a good deal of criticisms for some of these assumptions, especially the assumption concerning the innate tendency towards personal growth. The hierarchy is Maslow's attempt to explain how this innate tendency might work. Secondly, the way the model works is that satisfaction at a lower level of the pyramid naturally leads to the next level of need. So, as a person takes care of the lesser need, other more sophisticated needs begin to emerge. Another assumption for the hierarchy that needs addressing is the concept that lower level needs, the more primitive the more pre-potent, must be satisfied before higher, more refined needs, can be met. Lastly, is the assumption concerning the idea of a "self-actualized" person? For Maslow, self-actualization is living to one's fullest potential.

The relevance of Maslow theory to the study is anchored on the fact that the point has been made that "If Maslow's theory is true, there are very important leadership implications it provides to promote workplace motivation. There are a variety of ways to motivate employees through their style of management, compensation plans, role definitions and organization activities" (Boeree, 2006). In order to be able to provide physiological motivation, an organization should ensure that it provides, for example, sufficient lunch breaks and offer salaries that enable the workers to be able to meet basic needs.

Safety needs can be provided through the creation of a conducive environment which is safe, provision of job security and a feeling that workers are safe from any threat.

Social needs require an organization to create a feeling of acceptance, belonging, and the spirit of communal living by encouraging team spirit among the workers.

Esteem motivators are provided through recognition given to workers' achievements, attaching value to their views, assigning important projects to hard working employees and provision of status to make them feel valued and appreciated by the organization.

To enable a worker to achieve the need of self actualization requires provision of challenging tasks, important work assignments which help to stimulate motivation, creativity, and progress in accordance to long term organizational goals.

The implication of this theory lied on the fact that, motivation is an important function of human resource management; in order to improve performance by the human resource managers, attention must be given to worker needs in order to boost the morale as well as improve organization efficiency and effectiveness.

Research Methodology

A descriptive survey method was used for this study. The target population are Staff of the Federal Ministry of Niger-Delta Affairs. Researcher sampled the opinion of staff of Federal Ministry of Niger-Delta Affairs. This involves a total of 340 staff including male and female.

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 Nwabuokei (2009:47). 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. Taro Yamani formula as quoted in Nwabuokei (2009: 471) was applied and it is stated as follows:

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

$$1 + N(e)^2$$

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)

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

$$1 + N(e)^2$$

Where N=250

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

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

$$1 + 250(0.0025)$$

$$= 250$$

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

The data on the questionnaire were analyzed by simple percentage computable as follows:

$$\% = \frac{F}{N} \times 100$$

Where % = Percentage

F = Frequency of respondents to each category

N = Number of respondents

Data Analysis

Table 4.3.1: Which of the following items form part of motivation and compensation policy carryout by the Human Resource Department of the ministry?

Variable	Frequency	Percentage (%)
Bonus	4	1.6
Allowances	103	41.2
Annual vocation	4	1.6
Study leave with pay	6	2.4
Training	10	4.0
Pension	3	1.2
Workplace safety	8	3.2
All of the above	112	44.8
Total	250	100

Source: Field Survey, 2019.

The above table shows that, 4 respondents representing (1.6%) were of the opinion that, bonus was the main motivation and compensation policy carryout by the Human Resource Department of the ministry. 103 respondents representing (41.2%) were of the opinion that, allowances was the main motivation and compensation policy carryout by the Human Resource Department of the ministry. 4 respondents representing (1.6%) were of the opinion that, Annual vocation was the main motivation and compensation policy carryout by the Human Resource Department of the ministry. 6 respondents representing (2.4%) were of the opinion that, study leave with pay was the main motivation and compensation policy carryout by the Human Resource Department of the ministry. 10 respondents representing (4.0%) were of the opinion that, staff training was the main motivation and compensation policy carryout by the Human Resource Department of the ministry. 3 respondents representing (1.2%) were of the opinion that, pension form part of motivation and compensation policy carryout by the Human Resource Department of the ministry. 8 respondents representing (3.2%) were of the opinion that, workplace safety was the main motivation and compensation policy carryout by the Human Resource Department of the ministry while, 112 respondents representing (44.8%) were of the opinion that, Human Resource Department of the ministry provide the staff with all the stated motivation and compensation policy.

Table 4.3.2: Does Human Resource department in your ministry have motivation and compensation policy for staff?

Variable	Frequency	Percentage (%)
Yes	245	98
No	0	0
Not Sure	5	2
Total	250	100

Source: Field Survey, 2019

The above table shows that, 245 respondents representing 98% agreed that, Human Resource department in the ministry has motivation and compensation policy for staff. 0 respondents representing 0% disagreed. While, 5 respondents representing 2% has no answer to the above questions.

Table 4.3.3: Does the motivation and the compensation has any effect on your performance?

Variable	Frequency	Percentage (%)
Yes	200	80
No	40	16
Not Sure	10	4
Total	250	100

Source: Field Survey, 2019

The above table shows that, 200 respondents representing (80%) agreed that motivation and the compensation by the human resources management in the ministry has affect on their performance positively. 14 respondents representing (16%) disagreed; while 10 respondents representing (4%) has no answer to the above questions.

Table 4.3.4: Does human resource department of the ministry usually carry out the recruitment of its staff?

Variable	Frequency	Percentage (%)
Yes	-	18
No	245	80
No answer	5	2
Total	250	100

Source: Field Survey, 2019

The above table shows that, 0 respondent representing (0%) respondents are of the opinion that human resource department usually carry out recruitment of its employees, 245 respondent representing (80%) of the respondents disagreed. while, 5 respondent representing (2%) indicated has no answer to the above research question.

Table 4.3.5: Do human resources department of the ministry usually determine future demand of employees?

Variable	Frequency	Percentage (%)
Yes	235	94.0
No	9	3.6
Not sure	6	2.4
Total	250	100

Source: Field Survey, 2019

The above table shows that, 235 respondents representing (54.0%) agreed that Human resource Department of the ministry usually determine future demand of employees. 9 respondents representing (3.6%) disagreed; while 6 respondents representing (2.4%) has no answer to the above questions.

Table 4.3.5: Does Human resource Department has any ethical code of conduct for all staff?

Variable	Frequency	Percentage (%)
Yes	135	54.0
No	109	43.6
Not sure	6	2.4
Total	250	100

Source: Field Survey, 2019

The above table shows that, 135 respondents representing (54.0%) agreed that Human resource Department has a special ethical code of conduct for all staff. 135 respondents representing (54.0%) disagreed; while 6 respondents representing (2.4%) has no answer to the above questions.

Table 4.3.6: Does the special ethical code of conduct for all your improved performance in the ministry

Variables	Frequency	Percentage (%)
Yes	45	18
No	200	80
Not Sure	5	2
Total	250	100

Sources: Field Survey, 2019

The above table shows that, 45 respondents representing (18.0%) agreed that special ethical code of conduct for all staff has actually improved worker and organizational performance of the ministry. 200 respondents representing (80%) disagreed; while 5 respondents representing (2%) has no answer to the above questions.

Table 4.3.7: Does department of Human resource management in the ministry usually organize training programs for its staff every year?

Variables	Frequency	Percentage (%)
Yes	154	61.6
No	89	35.6
Not Sure	7	2.8
Total	250	100

Sources: Field Survey, 2019

The above table shows that, 154 respondents representing (61.6%) agreed that department of Human resource in the ministry usually organize training programs for staff every year. 89 respondents representing (35.6%) disagreed; while 7 respondents representing (2.8%) has no answer to the above questions.

Table 4.3.8: Does the training in line with ministry strategy objective?

Variables	Frequency	Percentage (%)
Yes	151	60.4
No	92	36.8
Not Sure	7	2.8
Total	250	100

Sources: Field Survey, 2019

The above table shows that, 151 respondents representing (60.4%) agreed that department of Human resource in the ministry usually organize training programs for staff every year. 92 respondents representing (36.8%) disagreed; while 7 respondents representing (2.8%) has no answer to the above questions.

Table 4.3.9: Does Human resource of the ministry usually promotions its staff on the bases of performance?

Variables	Frequency	Percentage (%)
Yes	216	86.4
No	27	10.8
Not Sure	7	2.8
Total	250	100

Sources: Field Survey, 2019

The above table shows that, 216 respondents representing (86.4%) agreed that Human resource department in the ministry usually ensure that, promotions of its staff are on the bases of performance. 27 respondents representing (10.8%) disagreed; while 7 respondents representing (2.8%) has no answer to the above questions.

Table 4.3.10: Does the Human resource management capture its entire staff on the national pension scheme?

Variables	Frequency	Percentage (%)
Yes	218	86.4
No	25	10.8
Not Sure	7	2.8
Total	250	100

Sources: Field Survey, 2019

The above table shows that, 218 respondents representing (87.2%) agreed that Human resource management in the ministry usually capture its entire staff on the national pension scheme. 25 respondents representing (10.0%) disagreed; while 7 respondents representing (2.8%) has no answer to the above questions.

Table 4.3.11: Does the Human resource management capture its entire staff on the National Health Insurance Scheme?

Variables	Frequency	Percentage (%)
Yes	214	85.6
No	29	10.8
Not Sure	7	2.8
Total	250	100

Sources: Field Survey, 2019

The above table shows that, 214 respondents representing (85.6%) agreed that Human resource management capture its entire staff on the National health Insurance scheme. 25 respondents representing (10.0%) disagreed; while 7 respondents representing (2.8%) has no answer to the above questions.

Findings and Discussion

Finding from the study shows that, Human Resources management in the Ministry of Niger Delta Affairs carryout the following activities; Bonus, Allowances, Annual vocation, Study leave with pay, Training, Pension, health and safety. Majority of respondents representing (44.8%) agreed that Human Resource Department of the ministry has been providing the staff with all the motivation and compensation items listed above. we can inductively conclude that, Human Resources activities in Ministry of Niger Delta Affairs having been providing the staff of the ministry with

Bonus (transportation, clothing, etc), Allowances (Housing, car, medical etc), Annual vocation, Study leave with pay, Training, Pension, health and safety at work and home.

Finding from the study also indicate that, Human Resources management of the Ministry of Niger Delta Affairs does not carry out recruitment of its staff but the function of the Human Resources management in the Ministry is to determine the future demand of the employees of the ministry. It was further discovered that, Federal Civil Service Commission is responsible for the recruitment of the staff of the ministry on the recommendations from the Head of Service of the bases of the staff of the ministry. This is evident from the respondent view where majority of the respondents representing (80%) disagreed over the question on whether Human Resources management of the Ministry of Niger Delta Affairs normally recruits its staff.

Finding from the study also reveals that, motivation and compensation policy by human resources management at the ministry has positive effect on staff performance. This is evident from the respondent view where majority of the respondents representing (80%) with the question which stated that, "Does the motivation and the compensation have any effect on your performance". We can simply conclude that, motivation and compensation policy by human resources management at the ministry has positive effect on staff performance as well as impacted positively on ministry in general.

Conclusion and Recommendations

Based on the findings from the study, we can conclusion that Human Resources Management, Human Resources management in the Ministry of Niger Delta Affairs having been providing the staff of the ministry with Bonus (transportation, clothing, etc), Allowances (Housing, car, medical etc), Annual vocation, Study leave with pay, Training, Pension, health and safety at work and home.

We can also conclude that, Human Resources management of the Ministry of Niger Delta Affairs was not responsible for the recruitment of staff. We can deduce that, recruitment of staff Ministry in the Ministry of Niger Delta Affairs is been done by Federal Civil Service Commission and that Human Resources management of the Ministry of Niger Delta Affairs only determine the future staff demand of the ministry.

Motivation and compensation policy of the human resources management at the Ministry of Niger Delta Affairs has positive effect on the performance of the Ministry. We can simply conclude that, motivation and compensation policy by human resources management at the ministry has positive effect on staff performance as well as impacted positively on ministry in general.

Recommendations

Based on the findings of the study, the following recommendations are made:

1. Since the recruitment of the staff is done by the Federal Civil Service Commission, Human Resource Management should provide the commission with the manpower demand of the ministry to avoid gap in manpower need of the ministry.
2. Annual performance appraisal and evaluation of workers should be properly and equitably conducted to ascertain those that are qualify for promotion.
3. The work attitude of the employees should be improved through training and retraining in order to enhance their productivity arising from job satisfaction.
4. Motivation of employees should be institutionalized to create good working environment.

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