

## Public Personnel Management and Employee Productivity in Rivers State Local Government Service Commission, 2014-2024

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### Abstract

*Employee productivity is fundamentally shaped by the effectiveness of personnel management systems and practices within public sector organizations. This study examines Public Personnel Management (PPM) and employee productivity at the Rivers State Local Government Service Commission (LGSC) from 2014 to 2024. The research specifically investigates two key PPM components: compensation and benefits, and training and development. Through systematic analysis, this study tests hypotheses regarding the significance of these PPM practices' relationships with employee productivity in the Commission. The study adopted a descriptive survey design encompassing 375 employees through a multi-stage sampling technique, guided by Taro Yamane's formula. Structured questionnaires were used to collect precise data on PPM practices. Descriptive statistics capture response patterns, while inferential statistics through Pearson Product moment correlation analyses scrutinize the relationships between PPM practices and employee productivity. The study found that compensation and benefits ( $r = 0.953$ ), and training and development ( $r = 0.951$ ) display significant positive correlations with employee productivity, highlighting the importance of these Public Personnel Management processes in boosting employee performance. In conclusion, the study guides the LGSC to refine strategies for a conducive work environment, contributing to Public Personnel Management literature and offering practical avenues for organizational enhancement. The LGSC should implement a comprehensive review of its compensation structure and develop a more structured, needs-based training framework to further enhance employee productivity.*

**Keywords:** *Public Personnel Management, Employee Productivity, Compensation and Benefits, Training and Development, Local Government Service Commission, Rivers State*

### Introduction

Employees are the key factors toward the success of organization. The employees are critical to the viability and the competitiveness of the organization. They are assets and play major role towards ensuring that organization achieve their set objectives. Equipping employees through personal development and career mentoring is imperative in order to improve both employee and organization performance. Furthermore, employee has been identified as the important element of any of organization whereby success or otherwise of a given organization depends largely on the productivity and performance of its employee.

Employee productivity is a critical factor in organizational success, influencing profitability, efficiency, and competitiveness. Factors that affect productivity include employee engagement, motivation, work environment, and management practices. Engaged employees are more likely to be productive, as they feel a stronger connection to their work and the organization's goals. The work environment also plays a significant role; a supportive and well-equipped workplace can enhance productivity, while a poor work environment can hinder it. According to Akhtar & Lonial (2019), employee productivity refers to the efficiency with which employees perform their tasks and contribute to the overall output of an organization.

Public Personnel Management (PPM) has been identified as one of the important tools to improve employee productivity. Public Personnel Management (PPM) refers to the strategies and practices implemented by public sector organizations to manage their human resources effectively. Public personnel management encompasses various activities, including recruitment, training, performance appraisal, compensation, and employee relations. Effective PPM practices ensure that the right people are hired, adequately trained, fairly compensated, and regularly evaluated. This leads to a motivated and efficient workforce, which is essential for achieving organizational goals. The pivotal role that the Rivers State Local Government Service Commission (LGSC) plays in the delivery of public services within the state cannot be overstated. The commission is responsible for overseeing various crucial aspects of the local government, including recruitment, selection, training, and promotion of employees. The significance of effective public personnel management (PPM) practices in the LGSC cannot be undermined as they ensure that the right individuals are placed in the appropriate positions to deliver services of the highest quality to the public. However, evidence suggests that the PPM practices in the Rivers State LGSC may not be functioning at their full potential, potentially hindering employee productivity.

Challenges such as limited resources, political interference, and a weak performance management system impede the effective implementation of PPM practices. These practices, which include merit-based recruitment, performance management, and training and development, are crucial for enhancing employee motivation, satisfaction, and engagement. Unfortunately, the current PPM practices in the Rivers State LGSC have not significantly impacted employee productivity. Ineffective PPM practices lead to decreased motivation, dissatisfaction, increased absenteeism, and turnover. Consequently, service quality and efficiency within the Rivers State LGSC may be compromised.

Given these challenges, it is imperative to address the issues related to PPM practices in the Rivers State LGSC. Enhancing these practices will not only improve employee productivity but also the overall performance of the LGSC. Implementing effective PPM practices will help foster a motivated, satisfied, and engaged workforce, ultimately leading to improved service delivery and better outcomes for the people of Rivers State. This research undertakes a meticulous exploration of the dynamic interplay between public personnel management practices and employee productivity within the purview of the Rivers State LGSC over the period spanning 2014 to 2024. The LGSC's role in overseeing these practices underscores its pivotal position in influencing the human capital dynamics of the local government sector in Rivers State.

### **Aim and Objectives of the Study**

This research aims to systematically analyze the relationship between Public Personnel Management (PPM) practices and employee productivity within the Rivers State Local Government Service Commission (LGSC) from 2014 to 2024. The specific objectives of the research are to:

- i. Examine the effects of compensation and benefit on employee productivity in Rivers State Local Government Service Commission.
- ii. Investigate the effects of training and development on the productivity of employees in Rivers State Local Government Service Commission.

### **Research Questions**

- i. What are the effects of compensation and benefit on employee productivity in Rivers State Local Government Service Commission?
- ii. How does training and development affect employee productivity in Rivers State Local Government Service Commission?

### **Research Hypotheses**

**H<sub>01</sub>:** There is no significant relationship between compensation and benefits and employee productivity in Rivers State Local Government Service Commission.

**H<sub>02</sub>:** There is no significant relationship between training and development and employee productivity in Rivers State Local Government Service Commission.

### **Theoretical Framework**

#### **The Reinforcement Theory**

For this research, the Reinforcement theory was used. The Reinforcement Theory, rooted in behavioural psychology, posits that behaviour is shaped by the consequences it incurs. It contends that individuals are inclined to repeat actions with positive outcomes while avoiding those leading to negative consequences. This theory carries profound implications for comprehending motivation, learning, and performance across diverse contexts, particularly within organizational settings.

The origins of reinforcement theory can be traced to the early work of behaviourist psychologists, notably B.F. Skinner. His mid-20th-century experiments in operant conditioning laid the groundwork for the theory, illustrating how behaviour could be modified through positive or negative reinforcement. Skinner's influential book, "Science and Human Behavior" (1953), delineated the principles of operant conditioning and reinforcement, with his conceptualization of the Skinner Box becoming iconic. While Skinner is central, other behaviourist psychologists like Edward Thorndike and Ivan Pavlov also contributed to the theory's development.

Reinforcement theory finds practical utility in organizational behaviour and management, elucidating how leaders can shape and reinforce employee behaviors for desired outcomes. Positive reinforcement, such as praise or rewards, encourages favourable behaviors, while negative reinforcement involves removing undesirable consequences to reinforce positive conduct. Understanding reinforcement dynamics is crucial for designing effective performance management systems, incentive programs, and training initiatives.

Despite its widespread application, reinforcement theory faces criticisms. Critics argue that its simplicity oversimplifies human behaviour by concentrating solely on external stimuli and consequences, neglecting internal and cognitive factors. Additionally, the deterministic nature of reinforcement theory, suggesting individuals are passive responders to external stimuli, has been challenged, undermining the role of personal agency and free will.

In the context of the study on Public Personnel Management and Employee Productivity in the Rivers State Local Government Service Commission, reinforcement theory offers valuable insights. Exploring how PPM practices act as reinforcing factors for employee productivity aligns

with the theory's core principles. Recognizing and reinforcing positive employee behaviours, such as effective task performance or innovation, can contribute to a motivated and productive workforce. Furthermore, the theory's application extends to shaping organizational culture and employee engagement strategies based on reinforcement principles.

### **Expectancy Theory**

Expectancy Theory, developed by Victor Vroom in 1964, is a psychological framework that explores the cognitive processes underlying individual motivation and decision-making in the workplace. The theory posits that individuals are motivated to exert effort when they believe that their efforts will lead to good performance, good performance will be rewarded, and the rewards are personally valued.

Victor Vroom, a professor of psychology, introduced Expectancy Theory in his seminal work "Work and Motivation" (1964). Drawing on principles from psychology and economics, Vroom sought to provide a comprehensive explanation for the factors influencing individual motivation and the choices individuals make regarding their effort and performance in the workplace. Expectancy Theory builds upon earlier works, such as Kurt Lewin's field theory and Edward Tolman's cognitive expectancy theory, but Vroom's formulation presented a distinct and influential contribution.

Victor Vroom is the primary proponent and contributor to Expectancy Theory. His work laid the foundation for understanding the psychological processes behind motivation and decision-making. While Vroom is the central figure, other researchers and scholars have further developed and refined the theory, contributing to its ongoing evolution.

Expectancy Theory has significant utility in organizational psychology and management. It provides a framework for understanding how individuals make choices about their efforts and performance based on their expectations of outcomes. The theory has practical applications in areas such as performance management, employee motivation, and organizational reward systems. By aligning individual expectations with organizational goals and rewards, managers can design more effective incentive structures and enhance employee engagement.

Despite its widespread application, Expectancy Theory has faced criticisms. One critique concerns its assumption of rational decision-making, which may oversimplify the complex and sometimes irrational nature of human decision processes. Critics argue that individuals may not always accurately assess the links between effort, performance, and outcomes, and external factors such as organizational culture and leadership styles may also play significant roles in influencing motivation.

In the context of the study on Public Personnel Management and Employee Productivity in the Rivers State Local Government Service Commission, the Expectancy Theory can offer valuable insights. By examining how employees perceive the relationship between their efforts, performance expectations, and rewards within the context of public personnel management practices, the study can gain a deeper understanding of the motivational factors influencing productivity. This may involve exploring the alignment of organizational goals, performance expectations, and the perceived value of rewards, providing a framework for designing interventions to enhance employee productivity.

### **Social Exchange Theory**

Social Exchange Theory (SET) is a social psychological and sociological framework that explains human interactions as a series of exchanges, wherein individuals seek to maximize rewards and

minimize costs. The theory posits that individuals engage in social exchanges based on the expectation of reciprocity and the perceived fairness of the exchanges.

The roots of Social Exchange Theory can be traced back to early sociological thought, but its formalisation is often credited to the work of Homans *et al.* in the 1960s. Homans (1958) introduced the concept of social exchange, and Blau (1964) further developed the theory, emphasizing the role of reciprocity and social structure in shaping exchange relationships.

Homans (1958) are considered major proponents of Social Exchange Theory. Homans laid the foundational groundwork by exploring the principles of social exchange, and Blau expanded on these ideas, emphasizing the importance of social structures and power dynamics in shaping exchanges. Additionally, scholars like Richard Emerson and Karen Cook have contributed to the theory's development and application.

Social Exchange Theory has widespread utility in understanding various social phenomena, including relationships, organizations, and institutions. It provides a framework for analyzing the dynamics of reciprocity, trust, and power within social interactions. In organizational settings, SET has been applied to study issues such as employee-employer relationships, organizational commitment, and the dynamics of cooperation and conflict.

Social Exchange Theory has faced criticism for its individualistic focus and the assumption of rational decision-making. Critics argue that it may oversimplify the complexities of human relationships by reducing them to cost-benefit calculations. Additionally, the theory has been accused of neglecting the role of emotions, cultural factors, and social norms in shaping social exchanges.

In the context of the study on Public Personnel Management and Employee Productivity in the Rivers State Local Government Service Commission, Social Exchange Theory can be applied to analyze the relationships between various proxies for PPM and employee productivity. For instance, work motivation/compensation, ethics/values, attitude of workers, and the recruitment and selection process of workers can be examined through the lens of social exchanges.

Employees may view their work motivation and compensation as outcomes of their efforts and contributions to the organization. The ethical values upheld by the organization and the attitudes of workers can influence the perceived fairness of social exchanges. Furthermore, the recruitment and selection process, as a form of exchange, can impact the quality of the employment relationship.

Social Exchange Theory links PPM and employee productivity by emphasizing the reciprocal nature of social exchanges within organizations. Employees, motivated by the expectation of fair treatment, respond to PPM practices—such as fair compensation, ethical values, positive attitudes, and transparent recruitment processes—by contributing to organizational goals. The perceived fairness and reciprocity in these exchanges foster positive employee attitudes and commitment, ultimately enhancing productivity.

## **Conceptual Review**

### **Public Personnel Management**

According to a paper titled Public Personnel Management (2022), Governments need to effectively manage their employees to achieve desired impacts and be accountable to citizens. Public personnel management (also known as public human resource management, HRM) studies how government employees are managed by personnel policies and HR processes. The paper provides a definition, historical overview, and international differences of public personnel management. It covers various topics currently researched in public personnel management, including rewards



structure, diversity, collective bargaining, HR in times of crises, union memberships, and cybersecurity. Public Personnel Management (PPM) is a multifaceted domain critical to the effective functioning of public organizations. This conceptual review delves into key aspects of PPM, exploring its foundational principles, challenges, and evolving trends. PPM encompasses a spectrum of activities related to the acquisition, development, and management of the workforce within public organizations.

At its core, PPM involves strategic decision-making processes regarding the recruitment, selection, training, compensation, and performance management of public employees. Scholars such as Condrey (2017) highlight the pivotal role of PPM in shaping organizational outcomes, emphasizing the importance of aligning human resource practices with broader organizational goals.

Recruitment and selection are fundamental components of PPM, influencing the composition and capabilities of the public workforce. Kellough and Nigro (2002) emphasize the significance of fair and transparent selection processes to ensure the appointment of competent and diverse individuals in public service roles.

Equally crucial is the training and development of public employees. Training programs not only enhance individual skills but also contribute to organizational effectiveness and innovation Martinez-Moyano *et al.*, (2018). Continuous learning is vital in the dynamic public sector environment, fostering adaptability and improving the overall competence of the workforce.

Compensation, a key element of PPM, plays a pivotal role in attracting and retaining talent. Rainey and Steinbauer (1999) highlight the importance of equitable and competitive compensation structures to motivate public employees and mitigate turnover risks.

Ethical considerations are integral to PPM, as public organizations are held to high standards of integrity and accountability. O'Leary and Ryan (1994), emphasize the need for ethical guidelines and values that guide decision-making within public agencies, promoting trust and legitimacy in public service delivery.

Despite its importance, PPM faces persistent challenges. Budget constraints, political pressures, and bureaucratic hurdles can hinder effective personnel management in public organizations (Perry & Wise, 1990). Additionally, managing a diverse and dynamic workforce introduces complexities that demand innovative solutions and adaptive strategies.

In recent years, technological advancements have reshaped PPM practices. The integration of data analytics, artificial intelligence, and automation has the potential to streamline HR processes, enhance decision-making, and improve overall efficiency Lengnick-Hall *et al.*, (2019). Embracing these technological advancements is crucial for modernizing PPM and addressing contemporary challenges.

In all, Public Personnel Management is a cornerstone of effective public administration, encompassing a range of activities aimed at optimizing the performance of the public workforce. As organizations navigate evolving challenges and opportunities, a strategic and adaptive approach to PPM becomes paramount. This conceptual review provides a foundation for understanding the key dimensions of PPM, acknowledging its significance in shaping the effectiveness and ethical standing of public organizations.

### **Compensation and Benefit**

Compensation, encompassing salary, benefits, and various incentives, emerges as a potent tool for fostering work motivation. Milkovich and Newman (1999) underscore the significance of aligning compensation strategies with organizational goals, emphasizing the role of fairness and equity in

cultivating a motivated workforce. Competitive and transparent compensation structures not only attract top talent but also serve as catalysts for sustained employee engagement and commitment. The link between work motivation and compensation is intricately tied to the concept of Expectancy Theory (Vroom, 1964). According to this theory, employees are motivated to exert effort when they believe that their efforts will lead to good performance, good performance will be rewarded, and the rewards are personally valued. Compensation, as a tangible outcome, becomes a crucial factor in shaping employees' expectations and influencing their motivational levels.

In the contemporary landscape, organizations are increasingly recognizing the need for holistic approaches to work motivation and compensation. Total Rewards, a concept introduced by World at Work (2007), encapsulates a comprehensive view of compensation, encompassing financial rewards, benefits, work-life balance, and opportunities for personal and professional development. This holistic perspective aligns with the understanding that employees are motivated not only by monetary incentives but also by a broader array of factors contributing to their overall well-being. Nevertheless, challenges persist in achieving an optimal balance between work motivation and compensation. Lawler (1990) caution against overreliance on financial incentives, highlighting the potential drawbacks of excessive emphasis on extrinsic rewards. The complexity of individual motivations suggests that a one-size-fits-all approach may fall short, necessitating tailored strategies that consider the diverse needs and preferences of the workforce.

In all, the intricate relationship between work motivation and compensation is central to the fabric of effective organizational management. Recognizing the multidimensional nature of work motivation, organizations must craft compensation strategies that not only attract and retain talent but also cultivate a motivated and engaged workforce. The symbiotic interplay between these two factors underscores the dynamic nature of contemporary human resource practices, demanding strategic alignment with organizational objectives and a nuanced understanding of individual motivations.

Work motivation and compensation stand as integral components within the realm of Public Personnel Management (PPM), intricately interwoven to shape the behaviors, performance, and overall effectiveness of the public workforce. This conceptual review explores the nuanced dynamics of work motivation and compensation in the context of PPM, elucidating their profound implications for organizational culture, employee engagement, and the achievement of public administration goals.

Motivating the public workforce involves understanding the multifaceted nature of work motivation. Herzberg (1959) and Maslow (1943) have laid the foundation for comprehending motivation as a complex interplay of intrinsic and extrinsic factors. In the context of PPM, understanding the diverse motivational needs of public employees is crucial for designing strategies that foster commitment, satisfaction, and high-performance levels.

Compensation, encompassing salary, benefits, and various incentives, emerges as a pivotal tool in addressing the extrinsic dimension of work motivation within PPM. Milkovich and Newman (1999) emphasize the strategic alignment of compensation with organizational goals, stressing the importance of fairness and equity. Competitive and transparent compensation structures not only attract talent but also serve as levers for sustained employee engagement and commitment.

The link between compensation and benefits finds theoretical support in Expectancy Theory (Vroom, 1964). This theory posits that employees are motivated to exert effort when they believe their efforts will lead to good performance, performance will be rewarded, and the rewards are personally valued. Within PPM, designing compensation packages that align with employees'

expectations and values becomes crucial for optimizing motivation and fostering a high-performance culture.

In the realm of public administration, where organizational goals often center around service delivery and citizen satisfaction, the synergy between work motivation and compensation becomes even more pronounced. Rainey and Steinbauer (1999) highlights the impact of employee satisfaction on organizational outcomes. Motivated employees, driven by both intrinsic and extrinsic factors, are more likely to contribute positively to the overarching goals of public organizations.

However, challenges persist in navigating the delicate balance between compensation and benefits and compensation. Lawler (1990) caution against the potential drawbacks of overreliance on financial incentives, urging a holistic approach that considers the intrinsic motivators of public service. The dynamic and evolving nature of public administration demands a nuanced understanding of how to tailor motivational and compensatory strategies to the unique context of the public sector.

In all, the symbiotic relationship between compensation and benefits is pivotal for effective Public Personnel Management. Fostering a motivated workforce through strategic compensation practices contributes not only to individual job satisfaction but also to the achievement of organizational objectives. Recognizing the intricacies of this relationship is imperative for public administrators seeking to cultivate a high-performing, engaged, and mission-driven public workforce.

### **The Link between Compensation & Benefit and Employee Productivity**

Compensation and benefit are critical factors influencing employee productivity in organizational settings. Understanding the intricate link between these elements is essential for enhancing workplace performance and achieving organizational objectives. This conceptual review delves into existing literature to explore the theoretical foundations and empirical evidence supporting the relationship between compensation & benefit and employee productivity. Compensation serves as a means to fulfill these needs, influencing an individual's motivation to perform effectively (Ryan & Deci, 2000). Self-Determination Theory (SDT) further emphasizes the role of autonomy, competence, and relatedness in fostering intrinsic motivation, which, when satisfied, positively impacts employee productivity (Deci & Ryan, 1985).

Compensation, comprising financial rewards, benefits, and recognition, plays a crucial role in motivating employees (Milkovich & Newman, 2021). Equity Theory posits that individuals assess the fairness of their compensation relative to their contributions and the rewards received by their peers (Adams, 1963). When employees perceive their compensation as fair, it enhances their motivation and, subsequently, productivity.

Incentive systems, a component of compensation, are designed to link rewards directly to individual or group performance (Lawler, 2003). The Expectancy-Value Theory posits that individuals are motivated to exert effort based on their expectations of achieving desired outcomes (Vroom, 1964). Incentive-based compensation aligns with this theory, as employees anticipate increased rewards for higher levels of performance, fostering motivation and productivity.

Numerous empirical studies support the positive relationship between work motivation, compensation, and employee productivity. Locke and Latham (2002) found a significant correlation between goal-setting (a motivational aspect) and performance. In a similar research, Milkovich and Newman (2021) highlighted the impact of equitable compensation on employee engagement and overall productivity.



This conceptual review underscores the interconnectedness of work motivation, compensation, and employee productivity. Theoretical frameworks such as Maslow's Hierarchy of Needs and Self-Determination Theory provide a foundation for understanding motivational factors, while empirical evidence demonstrates the practical implications of these theories in organizational settings. Acknowledging and strategically leveraging the link between work motivation and compensation can contribute to fostering a motivated workforce, ultimately enhancing employee productivity.

### **Training and Development**

Stoner, Freeman and Gilbert (2008) opined that, training and development is a strategic tool directed towards maintaining and improving current job performance and future work activities. Also, training is a strategic exercise employed for the improvement in skills, knowledge and capabilities of an employee so as to generate innovative and creative thinking for improved manpower productivity. Adeniji (2011) posited that training and development is possibly regarded among the reliable strategies for manpower improvement. It implies the orientation of an employee for achieving the goals of the organization, for realizing a maximum output and accomplishment of the organizational aims and objectives. The aim of training is to motivate employee to accumulate greater skills to operate at the most acceptable standard on the present job and to broaden their knowledge towards future opportunities in the organization. This indicates that whatever the level of technological advancement of an organization, the ideal efficiency and optimum productivity rest upon the expertise of the employees.

Saleem and Mehwish (2011) averred that, training is an organized increase from the know-how skills and sensations needed for staff members to execute efficiently in the offered process, as well as, to operate in underling situation. (Azara, *et al*, 2013) emphasized that, Training is considered as the process of improving the existing skills, knowledge, exposure, and abilities in an individual in other to improve organisational effectiveness. Wajdi, *et al* (2014) perceived training as a planned process to modify attitude, knowledge, skill or behavior through learning experience to achieve effective performance in an activity or range of activities. Similarly, training is a learning process that involves the acquisition of knowledge, skills, concepts, rules to enhance the performance of employee on the job (Sabir, *et al* 2014). Armstrong (2014) affirmed that training is a process or strategy of upgrading and expanding the abilities, talent and knowledge of employees. As such, a fruitful training programme must add to the development and improvement of workers at all levels. Training is perceived as the process of developing employees' skills and learning new concepts, rules or attitudes in order to increase effectiveness on a particular job. It is the knowledge and abilities used in the development of character and mental power acquired through systematic giving of instructions for the overall improvement of workers' skill and productivity (Ofobruku & Nwakoby, 2015). Dialoke (2015) viewed training and development as teaching or developing in oneself or others, skills and knowledge that relate to specific useful competencies. Training influences employee development such that the workers' state of mind is improved with a view to eliciting their commitment to duties and organizational effectiveness. Training is a deliberate activity of management to impart skills and proficiency on the employees with training needs. The employees are selected and sent for training depending on their needs for training. This implies that employees need to be sent for training that is relevant to their needs, that has a direct bearing with the organization's goals and objectives (Timothy *et al*, 2020).

### **Link between Training and Development and Employee Productivity**

One vital way to improve employee productivity is through training. Gabriel and Rowland (2020) training is a process of equipping the workforce with the necessary knowledge, skills, and attitude to tackle the job responsibilities. Frost (2018) stated that training program is aimed to strengthen those skills which each employees needs to improve, and brings all employees to have similar skills and knowledge to enable them perform their duties. Usually before training programmes are organized, efforts are made through individuals and organization's appraisals to identify the training needs. After the training programs, an evaluation is carried out to ascertain the effectiveness of the program in line with the need, which had been identified. The essence of evaluation is to know the extent to which the training has positively affected the employee's productivity. Organizations development follows the development of individuals who form the organization. It therefore follows that no organization becomes effective and efficient until the employees has acquired and applied the required skills and knowledge. Therefore, training programmes are necessary in any organization for improving the quality of work and overall productivity of the employees at all levels particularly in a world of fast changing technology and environment. For the employees, training improves job knowledge while also helps in identifying with the goals of the organization. Thus, training has an important role to play and it is expected to inculcate positive changes in knowledge, skills and attitudes. It tries to improve skills so that employee is better equipped to do his present job or to prepare for a higher position with increased responsibilities which in turn leads to increase in productivity (Solomon *et al*, 2018).

### **Employee Productivity**

Employee productivity stands at the core of organizational success, representing the culmination of individual and collective efforts within the workplace. This conceptual review explores the multifaceted nature of employee productivity, delving into its antecedents, measurement, and implications for organizational performance.

Productivity, broadly defined, refers to the efficiency with which inputs are transformed into outputs. In the context of employee productivity, Hackman and Oldham (1976) have laid the groundwork by emphasizing the importance of job design and intrinsic motivation. The nature of tasks, autonomy, and the fulfillment of psychological needs play integral roles in influencing how employees engage with their work, ultimately impacting productivity.

The measurement of employee productivity is a complex undertaking, encompassing quantitative and qualitative dimensions. Metrics such as output per hour, sales revenue, and project completion times serve as quantitative indicators, while qualitative assessments may involve the evaluation of creativity, innovation, and problem-solving capabilities (Huselid, 1995). Recognizing the multidimensional nature of productivity is essential for comprehensive evaluations.

In the contemporary landscape, employee productivity is inextricably linked to organizational success. Delaney and Huselid (1996) highlight the role of human resource practices in enhancing employee productivity and, subsequently, organizational performance. Strategic human resource management practices, such as training and development, performance management, and employee involvement, contribute to creating a conducive environment for high productivity.

Workplace conditions and organizational culture significantly influence employee productivity. Den Hartog *et al.* (2004) underscores the impact of leadership styles and organizational climate on employee performance. Supportive leadership, clear communication, and a positive work culture foster an environment where employees feel motivated, valued, and, consequently, are more likely to exhibit higher levels of productivity.

The advent of technology has introduced new dimensions to employee productivity. Digital tools, remote work arrangements, and data analytics have altered traditional work paradigms. However, Brynjolfsson and McAfee (2014) caution that the benefits of technology are contingent on how organizations integrate and manage these tools. The digitalization of work processes should align with employee skills, job requirements, and organizational goals to optimize productivity gains. Challenges in managing employee productivity persist, ranging from issues of work-life balance to the potential negative impact of performance pressure. Demerouti *et al.* (2001) delve into the complexities of balancing high demands with sufficient resources and support, emphasizing the importance of fostering a positive work environment to mitigate the risk of burnout and decreased productivity.

In conclusion, employee productivity represents a dynamic and integral aspect of organizational functioning. Recognizing its multifaceted nature, organizations must adopt holistic approaches that consider job design, motivational factors, and supportive workplace conditions. Strategic human resource practices, aligned with the evolving nature of work and technological advancements, contribute to building a resilient and productive workforce, ultimately driving organizational success.

Employee productivity within the framework of Public Personnel Management (PPM) is a critical facet that underpins the effectiveness and success of public organizations. This conceptual review delves into the multifaceted relationship between employee productivity and PPM, exploring how strategic personnel management practices contribute to, and are influenced by, the performance of individuals and the overall organizational outcomes.

Employee productivity, often defined as the output per unit of input, represents a key metric for assessing the efficiency and effectiveness of the public workforce. In the context of PPM, Perry and Wise (1990) emphasize the importance of aligning personnel management practices with organizational goals to enhance overall productivity. Strategic human resource practices, including recruitment, training, and performance management, play a pivotal role in shaping the productivity levels of public employees.

Recruitment practices within PPM are central to the composition of the workforce and, consequently, its productivity. Kellough and Nigro (2002) highlight the significance of recruiting individuals with the requisite skills, competencies, and motivations. Ensuring a match between employee skills and job requirements contributes to higher productivity by minimizing skill gaps and fostering a conducive work environment.

Training and development initiatives further influence employee productivity within the PPM framework. Martinez-Moyano *et al.* (2018) underscores the role of continuous learning in enhancing individual and organizational performance. Effective training programs equip employees with the necessary skills and knowledge, fostering adaptability and innovation that positively impact overall productivity.

The performance management component of PPM is intrinsically tied to employee productivity. Locke and Latham (2002) highlight the role of goal-setting and feedback in driving individual and organizational performance. A well-designed performance management system that establishes clear expectations, provides regular feedback, and links individual goals to organizational objectives contributes to heightened employee motivation and productivity.

However, challenges persist in the pursuit of optimal employee productivity within the realm of PPM. Perry and Wise (1990) caution against the impact of bureaucratic constraints, political influences, and budgetary limitations on the ability of public organizations to implement effective

personnel management practices. Overcoming these challenges requires a strategic and adaptive approach that considers the dynamic nature of the public sector.

In conclusion, employee productivity is intricately linked to the strategic management of personnel within public organizations. PPM practices, from recruitment to training and performance management, collectively shape the capabilities and motivation of the public workforce, influencing overall productivity. The quest for enhanced employee productivity necessitates a holistic approach that aligns personnel management practices with organizational objectives, navigates challenges inherent in the public sector, and fosters a work environment conducive to individual and collective success.

Employee productivity stands as a fulcrum within the realm of Public Personnel Management (PPM), playing a pivotal role in determining the efficiency, effectiveness, and overall success of public organizations. This conceptual review delves into the intricate dynamics of employee productivity in the context of PPM, exploring the multifaceted factors that influence it and its profound implications for organizational performance, service delivery, and the attainment of public administration goals.

Productivity, defined as the output of work per unit of input, is a multifaceted construct influenced by a myriad of factors within the public sector. Koontz and O'Donnell (1959) emphasize that understanding and managing employee productivity requires a holistic approach that considers not only individual capabilities but also organizational structures, processes, and the broader external environment.

In the context of PPM, the productivity of public employees is intricately linked to their motivation, job satisfaction, and the effectiveness of management practices. Perry and Porter (1982) highlights the importance of organizational culture and leadership in fostering a positive work environment that enhances employee productivity. Effective leadership within PPM involves not only directing tasks but also cultivating a culture of accountability, collaboration, and continuous improvement.

Employee engagement, a key component of productivity, is underscored by Kahn (1990) who introduced the concept of psychological engagement. Engaged employees, who find personal meaning and fulfillment in their work, are more likely to demonstrate higher levels of productivity. PPM practices that promote employee engagement, such as clear communication, recognition, and opportunities for skill development, contribute to a workforce that is not only productive but also committed to organizational goals.

In the realm of public administration, the productivity of public employees is closely tied to the delivery of public services. Rainey (2003) emphasize the importance of aligning PPM practices with the unique demands of the public sector, where the focus is often on mission-driven outcomes and citizen satisfaction. Effective PPM, therefore, involves not only optimizing individual productivity but also ensuring that collective efforts contribute to the broader goals of public organizations.

However, challenges persist in managing employee productivity within the complex and dynamic landscape of public administration. Ingraham and Donahue (2000) delve into the challenges of balancing productivity goals with the principles of fairness, equity, and public service ethos. Striking the right balance requires a nuanced understanding of the public sector context and the careful integration of motivational and management practices tailored to the unique characteristics of public employees.

In conclusion, employee productivity within PPM is a multifaceted and dynamic construct that requires careful consideration of individual, organizational, and contextual factors. Fostering a

productive public workforce involves not only optimizing individual performance but also aligning management practices with the mission and goals of public organizations. Recognizing the complex interplay of these factors is crucial for public administrators seeking to enhance the productivity and overall effectiveness of their workforce.

### **Nigeria Public Organization**

The concept and structure of what is today known and operated as the Nigerian public service organization of the entire economy has been premised on the nation's public administration system based on its colonial experience. Thus, what constitutes the public services organization in Nigeria in one of the legacies bequeathed to the country at its independence. The sector has largely remained model of running public undertakings. The public service is the sector of the economy owned and controlled by the governments of the federal or their agencies. It is a sector which is expected to service is the 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 organization, according to Otobo and Omole (2014) is economically divided into three categorizations. The civil service: This category can be identified as the federal, state, state ministries as well as the local government councils; the institutions of learning, research institute and other allied systems. The parastatals; These are federal and state corporation like the Nigerian Railway Corporation, Housing Corporation, Port authorities, Air and Sea crude oil and solid mineral Ventures and transportation undertaking. Others include the power holding company of Nigeria, water corporation, Nigerian Television Authority (MFA), 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. Some of these enterprises are owned wholly by the governments and in other cases. The governments have the majority or minority shares as the case may be.

Presently, as opined by Otobo and Omole (2014), the Nigerian public service organization, when compared to the private organization of the economy, constitutes various categories of employees requiring varying skills in level and content as regards their job holding. Thus, the employees in these categories form the largest number of those employed in the country. As would be expected, they should constitute area of interest in the field of organizational study or discourse of what happens in the work. In this wise, the development and the acquisition of skills at the required levels by all workers in the public service organization becomes a study target as it obtains in this paper. It should be noted however, that the public service organization is growing in nature and scope by the day, in response to the immediate and external socio-political and economic developments, especially in the content and context of the globalization trend and millennium development goal. For this public organization to meet their increasing responsibilities, they require responsive and well-equipped workers in terms of necessary knowledge, attitudes and adequate skills to enhance their on-the-job-behaviour for effective and efficient service delivery of the parts of their employing public organization units (Oladunni, 2016). This, he opines, could be better realized if the Nigerian territory institution, particularly the universities and professional associations such as the chartered, institute of personnel management of Nigeria, the Nigerian institute of management, administrative staff college of Nigeria and a host of others, focus more



seriously on the training and development of personnel management practitioners who will in turn train and develop the Nigerian public organization employees of all categories. It will be in form of training the trainer model for human resource skill provision by making such trained trainers, professionals in the area of skill development.

The local government in Nigeria is the closest government to the people especially those who reside in rural areas. It is the most important institution which can be used as a tool for motivating and encouraging self-help in rural areas as well as helping rural dwellers participate in the process of decision making at the local level (Eluwa, 2012).

Local government in Nigeria according to Bello- Imam (2007) was established for four main purposes which include; furtherance of democracy that involves the people's participation, local autonomy, development of national unity and service provision such as road, healthcare among others which they can best provide compared to other government levels. He further stated that there are a number of factors that prevent the attainment of these purposes. These factors can be attributed to the inadequate and incompetent personnel, excess controls by both state and federal governments owing to the autonomy they lack, differing and conflicting orders from higher levels of government, inability of councilors and chairmen to actualize their mandate due to lack of determination as well as lack of adequate funds.

The 1976 reform of local government was designed to reshuffle local government with the aim of making the living standard of the Nigerian people better and helping the government achieve more effectiveness and efficiency at the lowest level where it is close to the masses. This modification of the local government had programs and policies which were directed towards the inhabitants of rural areas by encouraging higher knowledge and involvement of the ruralites in local government politics thereby harmonizing their interest and mandates. Also, the reform incorporated self-help which resulted into various projects intended for development such as provision of farm equipment for farmers, town halls, markets, health services, roads among others. This reform recommended that the local government be recognized as a third level of government for the first time and it provided statutory allocations to it from the federation accounts (Ogunna, 1996).

The local government which is seen as the closest to the rural dwellers is one of the paramount institutions for the generation, motivation and encouragement of self-government. Third world countries talk about rural development a lot due to the fact that the rural areas are characterized by unequal distribution of resources, lack of purchasing power by its citizens as well as inherent poverty which is very glaring and make the ruralites stagnant in the process of development (Ibietan, 2010). When local governments are assigned the task of governance, it gives opportunities to the rural dwellers for increased and better involvement in the process of democracy and decisions that affect their lives directly. In addition, empowerment of local governments ensure that municipals plans, programs and provision of services reflect the felt needs of the people at the local level better than the centralized system of government (Materu, 2001).

Furthermore, Jager (1997) asserts that there is the tendency for local governments to be more effective and efficient in project execution compared to other levels of governments. This is due to the closer supervision and greater control level of workers, shorter distance to sites, high scrutiny level and assessment level by the electorates as well as better accountability by the appointed or elected officials of local government. Also, local governments are in the best positions to mobilize and utilize resources of their respective areas because of their closeness to these resources. Moreover, local governments have the upper hand in attending to the people's felt needs as they have the potentials to achieve consensus around the communities by settling disputes, building infrastructures, coming up with environmental programs among other functions.

According to Adebayo (2014), the various functions of a local government include the building, maintenance and employment of staff (including their payment) for primary schools in their locality, provision of public toilets, water supply, medical healthcare, and grassroots democracy. Other functions include the encouragement of people to participate in public affairs, serving as a channel for communication and also reducing the burden on the central government to serve the people.

However, there are challenges faced by local governments in the development of rural areas. These challenges have made them weak in their ability to perform their duties effectively and efficiently. According to Abah (2010), the terrible state of rural areas is worrying to the extent that many of the development programs and policies that have been embarked upon by local governments in recent times have not translated into an improved state of these areas. There is the problem of corruption which is very rampant in many of the sectors of the Nigerian society, be it public or private life. This corruption has therefore denied local governments of the needed material, human and other resources for developmental purpose.

Lack of Autonomy and monetary resources is another factor where many local governments experience continuous cut-down in their powers by the state governments. The excess control by state governments have reduced the functions of local governments to mere administrative work which has highly reduced the performance of many local governments in the development of their respective rural areas.

### **Local Government Service Commission**

The Rivers State Local Government Service Commission is a statutory body established under the Local Government Law that is generally concerned with matters relating to recruitment of persons into the local government, their development, promotion, discipline and removal from service. The Commission also serves as an impartial adjudicator between the local government authorities and employees to ensure efficiency and effectiveness at local government level.

The Rivers State Local Government Service Commission was established in 1976 following the local government reforms initiated by the federal government of Nigeria. The reforms aimed to decentralize the administration of local affairs and empower the grassroots communities. The Commission was created to oversee the personnel management of the local government councils and to ensure that they adhere to the principles of merit, equity and fairness in their operations.

The legal basis for the Commission's existence is the Local Government Law No. 2 of 2012, which repealed and replaced the previous Local Government Law of 1999. The Law provides for the establishment, structure, composition, functions and powers of the Commission. The Law also stipulates the qualifications, tenure, remuneration and removal of the Chairperson and members of the Commission. The Law further outlines the rights, duties and obligations of the local government employees and the procedures for their appointment, promotion, discipline and dismissal.

While the organizational structure of the Commission consists of a chairperson and six other members appointed by the Governor of Rivers State, subject to confirmation by the Rivers State House of Assembly. The Chairperson is usually a person who has held or is qualified to hold office as a judge of a superior court of record in Nigeria. The members are persons who have had considerable experience in public administration or any other relevant field. The Chairperson and members hold office for a term of four years and are eligible for reappointment for another term.

The Commission also has a secretary, who is the chief administrative officer of the Commission. The Secretary is responsible for keeping records, preparing reports, implementing decisions and

performing other duties as may be assigned by the Commission. The Secretary is appointed by the Governor on the recommendation of the Commissioner for Local Government Affairs.

The Commission is divided into four departments: Administration, Planning Research and Statistics, Finance and Accounts, and Personnel Management. Each department is headed by a director who reports to the Secretary.

### **Functions and Responsibilities**

The specific functions carried out by the Commission include:

1. Recruiting persons into the local government service
2. Developing training programmes for local government employees
3. Promoting local government employees based on merit
4. Disciplining local government employees for misconduct or inefficiency
5. Removing local government employees from service for gross misconduct or incompetence
6. Hearing and determining appeals from local government employees aggrieved by any decision affecting their career
7. Advising the Governor on any matter relating to local government service
8. Making regulations for the effective discharge of its functions
9. Performing any other function as may be conferred on it by law or by the Governor

### **Local Government Areas (LGAs) in Rivers State**

Local government areas (LGAs) are the third tier of government in Nigeria, after the federal and state governments. They are responsible for providing basic services such as health care, education, sanitation, roads, water supply and security to their communities. Rivers State has 23 LGAs, each with its own elected council consisting of a chairperson (or mayor) and councillors.

The LGAs in Rivers State are:

1. Abua–Odual
2. Ahoada East
3. Ahoada West
4. Akuku-Toru
5. Andoni
6. Asari-Toru
7. Bonny
8. Degema
9. Eleme
10. Emohua
11. Etche
12. Gokana
13. Ikwerre
14. Khana
15. Obio-Akpor
16. Ogu–Bolo
17. Okrika
18. Omuma
19. Opobo–Nkoro
20. Oyigbo

21. Port Harcourt
22. Tai
23. Ogba-Egbema-Ndoni

### **Performing any other function as may be conferred on it by law or by the Governor**

The role of the Commission in overseeing local government councils and their elected officials is to ensure that they comply with the provisions of the Local Government Law and other relevant laws. The Commission also monitors the performance of the local government councils and evaluates their impact on service delivery and community development. The Commission may sanction any local government council or official that violates the law or acts in a manner detrimental to the interest of the people.

Some of challenges a Commission faces some challenges in fulfilling its mandate, such as:

1. Inadequate funding and resources
2. Political interference and influence
3. Corruption and nepotism
4. Lack of transparency and accountability
5. Low morale and motivation of local government employees
6. Poor coordination and communication among stakeholders

However, there are also opportunities for improvement and reforms, such as:

1. Strengthening the legal framework and institutional capacity of the Commission
2. Enhancing the independence and autonomy of the Commission
3. Improving the recruitment, training and welfare of local government employees
4. Promoting merit, equity and fairness in personnel management
5. Fostering collaboration and partnership with other agencies and organizations
6. Adopting best practices and innovations in local governance

The Rivers State Local Government Service Commission is an important institution in promoting effective local governance in the state. It is responsible for managing the human resources of the local government councils and ensuring that they deliver quality services to their communities. The Commission has a history of achievements, but also faces some challenges that require attention and action. The Commission has a potential to improve its performance and impact by implementing reforms and embracing opportunities. The Commission is therefore a key partner in advancing the development agenda of Rivers State.

### **Empirical Review**

Okonkwo and Eboh (2019) examined the impact of training programs on employee productivity in Nigerian state-owned enterprises. The main objective was to investigate how different types of training interventions affected worker performance and organizational efficiency. The study utilized mixed methods research design covering 245 public servants. The survey results revealed that 156 (63.7%) of the respondents who received structured training showed improved performance, while 89 (36.3%) showed minimal improvement. Analysis of training preferences indicated that 142 (58%) preferred technical skills training, while 103 (42%) favored leadership development programs. The study recommends implementation of regular, needs-based training programs.

Karunaratne and Silva (2021) conducted an empirical study on career development opportunities and employee productivity in Sri Lanka's public sector. Specifically, the study sought to evaluate the impact of professional development programs on worker performance. The research was based

on Career Development Theory. The study covered 534 government employees across 29 institutions. The formulated hypotheses were tested using multiple regression analysis. The findings revealed that organizations with structured career development programs achieved 39% higher productivity levels.

Al-Mansoori and Kumar (2021) examined knowledge management practices and their impact on employee productivity in UAE's public sector. The main objective was to investigate how knowledge sharing systems influenced worker performance and innovation. The survey covered 512 government employees across 27 departments. Results showed that 328 (64.1%) employees in organizations with structured knowledge management systems demonstrated higher productivity, while 184 (35.9%) in traditional systems showed lower performance levels. Analysis of knowledge sharing preferences indicated that 298 (58.2%) preferred digital platforms. The study recommends implementation of comprehensive knowledge management frameworks.

The literature review identified several gaps in current research, particularly regarding the integration of different PPM practices, long-term impact assessment, and technology adoption in public personnel management. Limited research exists on local government-specific studies in Rivers State, suggesting the need for more comprehensive investigations in this context. Additionally, there is a notable absence of studies that simultaneously examine two key components of PPM (compensation, and training) within a single local government service commission. This study addresses these knowledge gaps by providing a comprehensive examination of PPM practices within the Rivers State Local Government Service Commission over an extended period (2014-2024).

## Methodology

This study employed a quantitative approach using a descriptive survey research design with a cross-sectional design to examine the relationship between Public Personnel Management practices and employee productivity at the Rivers State Local Government Service Commission from 2014 to 2024. The population consisted of 19,560 employees (85 LGSC staff and 19,475 local government council staff), from which a sample of 392 respondents was determined using Taro Yamane's formula and selected through multi-stage sampling techniques. Data collection utilized both primary sources (structured questionnaires) and secondary sources (official documents, academic journals, and government publications), with instrument validity established through content, construct, and face validity approaches, while reliability was confirmed using Cronbach's Alpha (ranging from 0.78 to 0.87 across variables). For data analysis, descriptive statistics (frequency counts, mean, and standard deviation) were employed to address the research questions using a criterion mean of 2.50, while Pearson Product Moment Correlation was used to test the four null hypotheses at 0.05 alpha level of significance.

## Data Analysis

**Table 4.1 Outcome of Questionnaire Distribution**

Copies of questionnaire	Frequency	Percentage %
Administered	392	100
Retrieved	375	95%
Number not returned	15	4%
Wrongly filled	2	1

**Source:** Author's Field Survey, 2024.



Table 4.1 shows the outcome of questionnaire distribution in the study. Out of 392 questionnaires administered, 375 were successfully retrieved, representing a high response rate of 95%. Only 15 questionnaires (4%) were not returned, while 2 questionnaires (1%) were wrongly filled and therefore invalid. This high response rate of 95% indicates strong participant engagement and enhances the reliability of the study findings.

**Question 1: What are the effects of Compensation and Benefit on Employee Productivity in Rivers State LGSC?**

**Table 2: Showing effects of Compensation and Benefit on Employee Productivity**

Descriptive Statistics	N	SA 4	A 3	D 2	SD 1	Mean	Std. Deviation	Decision
1. I feel that my current salary influences my overall productivity at work.	375	121	129	89	36	2.89	0.97	Agreed
2. I believe that the benefits provided by Rivers State Local Government Service Commission impact my motivation to perform better at my job.	375	136	123	62	54	2.91	1.05	Agreed
3. I believe that the compensation package I receive is commensurate with the amount of effort and work I put into I job.	375	147	105	78	45	2.94	1.04	Agreed
4. The structure of my compensation (e.g., bonuses, incentives) encourage me to exceed my job performance expectations.	375	125	132	70	48	2.89	1.01	Agreed
5. A comprehensive benefits package contribute to a higher level of job satisfaction and productivity.	375	149	105	73	48	2.95	1.05	Agreed

**Source:** Author's Field Survey, 2023 – SPSS Version 27.0 Output Extracts

Table 4.12 presents a comprehensive examination of how compensation and benefits affect employee productivity at Rivers State Local Government Service Commission (LGSC). The analysis is based on responses from 375 participants using a 4-point Likert scale ranging from Strongly Agree (4) to Strongly Disagree (1). The findings are analyzed for each statement below: Regarding salary influence on productivity, 121 respondents strongly agreed, while 129 agreed that their current salary influences their overall productivity. In contrast, 89 disagreed, and 36 strongly disagreed with this statement. The mean score of 2.89 with a standard deviation of 0.97 indicates a generally positive perception of salary's impact on productivity, with relatively consistent responses across the sample.

Concerning the benefits provided by Rivers State LGSC and their impact on motivation, 136 respondents strongly agreed, and 123 agreed that these benefits positively influence their motivation to perform better. However, 62 disagreed, and 54 strongly disagreed. The mean score of 2.91 (SD=1.05) suggests that employees generally believe the benefits system positively affects their motivation, though the slightly higher standard deviation indicates more varied opinions on this aspect.

The statement about compensation packages being commensurate with effort received strong agreement from 147 respondents, with an additional 105 agreeing. On the contrary, 78 disagreed, and 45 strongly disagreed. This item achieved a mean score of 2.94 (SD=1.04), representing one of the higher scores in the set and indicating that most employees feel their compensation fairly reflects their work input.

Regarding compensation structure's role in encouraging exceeding performance expectations, 125 respondents strongly agreed, and 132 agreed that elements like bonuses and incentives motivate them to perform above expectations. However, 70 disagreed, and 48 strongly disagreed. The mean score of 2.89 (SD=1.01) suggests that the majority view the incentive structure positively, though there is room for improvement.

The final statement about comprehensive benefits packages contributing to job satisfaction and productivity received the highest mean score of 2.95 (SD=1.05). This was supported by 149 respondents strongly agreeing and 105 agreeing, while 73 disagreed and 48 strongly disagreed. This highest mean score indicates that employees particularly value comprehensive benefits packages as a factor in their job satisfaction and productivity.

Looking at the overall pattern, all five statements received mean scores between 2.89 and 2.95, consistently above the midpoint of 2.5, with standard deviations ranging from 0.97 to 1.05. This indicates general agreement across all aspects of compensation and benefits' impact on productivity. The relatively consistent standard deviations suggest similar levels of consensus across all items. The data demonstrates that employees at Rivers State LGSC generally perceive a positive relationship between compensation and benefits and their productivity, with particular emphasis on comprehensive benefits packages and fair compensation for effort.

These findings suggest that the LGSC's compensation and benefits structure is generally effective in promoting employee productivity, though there may be opportunities for further enhancement, particularly in areas where disagreement was more pronounced.

### How does Training and Development affect Employee Productivity in Rivers State LGSC?

**Table 4.4: Showing Response on Training and Development how it affects Employee Productivity**

Descriptive Statistics	N	SA 4	A 3	D 2	SD 1	Mean	Std. Deviation	Decision
6. The training programs provided by Rivers State Local Government Service Commission are effective in enhancing my job performance.	375	165	110	48	52	3.03	1.06	Agreed
7. I believe that ongoing professional development opportunities contribute to my overall productivity at work.	375	171	127	49	28	3.18	0.93	Agreed
8. I often apply the skills and knowledge gained from training sessions to my daily tasks.	375	129	147	59	40	2.97	0.96	Agreed
9. I think training and development initiatives have improved my ability to perform my job effectively.	375	163	113	65	34	3.08	0.98	Agreed
10. It is important for me to have access to continuous learning and development opportunities to maintain high productivity levels.	375	114	128	68	65	2.78	1.06	Agreed

**Source:** Author's Field Survey, 2023 – SPSS Version 27.0 Output Extracts

For Item 6, which assessed whether "The training programmes provided by Rivers State Local Government Service Commission are effective in enhancing job performance," the responses showed 165 participants (44%) strongly agreeing and 110 (29.3%) agreeing, indicating that nearly three-quarters of respondents view the training programs positively. In contrast, 48 respondents (12.8%) disagreed, and 52 (13.9%) strongly disagreed. The mean score of 3.035 with a standard deviation of 1.06 suggests a strong positive perception of training program effectiveness, though the standard deviation indicates some variation in responses.

Item 7 evaluated whether "ongoing professional development opportunities contribute to overall productivity at work." This item received the highest mean score of 3.18 (SD=0.93), with 171 respondents (45.6%) strongly agreeing and 127 (33.9%) agreeing. Only 49 respondents (13.1%) disagreed, and 28 (7.4%) strongly disagreed. The lower standard deviation suggests more consensus among respondents, and the high mean score indicates that professional development opportunities are particularly valued for their contribution to productivity.

Regarding Item 8, "I often apply the skills and knowledge gained from training sessions to my daily tasks," 129 respondents (34.4%) strongly agreed, and 147 (39.2%) agreed, showing that nearly three-quarters of employees actively apply their training. Meanwhile, 59 (15.7%) disagreed,

and 40 (10.7%) strongly disagreed. The mean score of 2.97 (SD=0.96) indicates positive practical application of training, with relatively consistent opinions across respondents.

Item 9, addressing whether "training and development initiatives have improved ability to perform job effectively," garnered strong agreement from 163 respondents (43.5%) and agreement from 113 (30.1%). The 65 respondents (17.3%) who disagreed and 34 (9.1%) who strongly disagreed represent a minority view. The mean score of 3.08 (SD=0.98) demonstrates strong recognition of training's role in improving job effectiveness, with consistent responses across the sample.

For Item 10, regarding the "importance of access to continuous learning and development opportunities to maintain high productivity levels," 114 respondents (30.4%) strongly agreed, and 128 (34.1%) agreed. However, this item showed more disagreement, with 68 (18.1%) disagreeing and 65 (17.3%) strongly disagreeing. The mean score of 2.78 (SD=1.06), while still positive, was the lowest among all items, and the higher standard deviation suggests more diverse opinions about continuous learning's role in maintaining productivity.

Looking at the overall pattern, all five items received mean scores above 2.5, ranging from 2.78 to 3.18, indicating general agreement about the positive impact of training and development on productivity. The standard deviations, ranging from 0.93 to 1.06, suggest relatively consistent opinions, though with some variation across different aspects of training and development.

The most positively viewed aspect was ongoing professional development (mean=3.18), followed by training initiatives' improvement of job effectiveness (mean=3.08), and the effectiveness of LGSC training programs (mean=3.035). While still positive, the practical application of training (mean=2.97) and access to continuous learning opportunities (mean=2.78) showed relatively lower scores.

These findings demonstrate that employees at Rivers State LGSC generally perceive training and development initiatives as valuable contributors to their productivity, with particular emphasis on professional development opportunities and their practical application to job performance. However, the varied responses to continuous learning opportunities suggest this might be an area for potential enhancement in the LGSC's training and development framework

## Univariate Analysis

**Table 4.7: Employee Productivity**

Descriptive Statistics	N	SA	A	D	SD	Mean	Std. Deviation	Remark
I meet deadlines and achieve my assigned tasks consistently	375	130	128	70	47	2.91	1.01	Agreed
My work contributes to the overall goals and objectives of the organization	375	155	166	41	13	3.23	0.78	Agreed
I manage my time effectively and prioritize tasks to optimize productivity	375	161	150	39	25	3.19	0.88	Agreed
The organization recognizes and rewards high levels of employee productivity	375	141	147	65	22	3.09	0.88	Agreed
I actively seek opportunities for continuous improvement and innovation in my work processes	375	149	139	46	41	3.56	0.98	Agreed
Valid N (listwise)								

**Source:** Author's Field Survey, 2023 – SPSS Version 27.0 Output Extracts

Table 4.7 examines employee productivity measures at Rivers State LGSC.

The first statement, "I meet deadlines and achieve my assigned tasks consistently," received a mean score of 2.91 (SD=1.01). Among the 375 respondents, 130 (34.7%) strongly agreed and 128 (34.1%) agreed, showing that 68.8% of employees believe they consistently meet performance expectations. However, 70 (18.7%) disagreed and 47 (12.5%) strongly disagreed. The relatively high standard deviation indicates some variation in employees' self-assessment of their consistency in task completion.

For the second item, "My work contributes to the overall goals and objectives of the organization," a high mean score of 3.23 (SD=0.78) was recorded. Here, 155 respondents (41.3%) strongly agreed and 166 (44.3%) agreed, representing a substantial 85.6% positive response rate. Only 41 (10.9%) disagreed and 13 (3.5%) strongly disagreed. The lower standard deviation suggests strong consensus among employees about their contribution to organizational goals.

The third statement assessing time management and task prioritization achieved a mean score of 3.19 (SD=0.88). The distribution showed 161 (42.9%) strongly agreeing and 150 (40%) agreeing, indicating that 82.9% of employees believe they manage time effectively. Only 39 (10.4%) disagreed and 25 (6.7%) strongly disagreed. This suggests that most employees feel confident about their time management skills.

Regarding organizational recognition of productivity, the fourth item received a mean score of 3.09 (SD=0.88). A total of 141 respondents (37.6%) strongly agreed and 147 (39.2%) agreed, while 65 (17.3%) disagreed and 22 (5.9%) strongly disagreed. This indicates generally positive perception of the organization's reward system for productivity, though with some room for improvement.

The final item, concerning seeking opportunities for continuous improvement, received the highest mean score of 3.56 (SD=0.98). Here, 149 respondents (39.7%) strongly agreed and 139 (37.1%)



agreed, while 46 (12.3%) disagreed and 41 (10.9%) strongly disagreed. This high mean score suggests strong employee initiative in seeking productivity improvements.

The overall analysis reveals consistently high mean scores ranging from 2.91 to 3.56, all above the midpoint of 2.5, indicating positive self-assessment of productivity across all measures. Standard deviations ranging from 0.78 to 1.01 suggest relatively consistent opinions across the workforce. The strongest agreement was found in continuous improvement initiatives (3.56) and contribution to organizational goals (3.23), while meeting deadlines showed the lowest, though still positive, mean score (2.91).

These findings demonstrate that employees at Rivers State LGSC generally assess their productivity positively, particularly in terms of organizational contribution and improvement initiatives. However, there might be room for enhancement in areas such as consistent task completion and deadline management.

## Bivariate Analysis

### Test of Hypothesis 1

**Ho1:** There is no significant relationship between Compensation and Benefit and Employee Productivity in Rivers State Local Government Service Commission.

**Table 4.8: Correlation Analysis on the Extent and Direction of the relationship between Compensation and Benefit and Employee Productivity in Rivers State Local Government Service Commission.**

		Compensation and Benefit	Employee Productivity
<b>Compensation and Benefit</b>	Pearson Correlation	1.000	.953
	Sig. (2-tailed)		.000
	N	375	375
<b>Employee Productivity</b>	Pearson Correlation	.953	1.000
	Sig. (2-tailed)	.000	
	N	375	375

. Correlation is significant at the 0.01 level (2-tailed).

### Source: SPSS Statistics Output (2024)

Ho1: There is no significant relationship between Compensation and Benefit and Employee Productivity in Rivers State Local Government Service Commission.

Table 4.8 shows the correlation analysis on the extent and direction of the relationship between compensation and benefits and employee productivity in Rivers State Local Government Service Commission. The table showed a correlation coefficient of  $r = 0.953$  with a corresponding significant/probability value of 0.000. The correlation is positive and very strong. Since the Significant/Probability Value (PV)  $0.000 < 0.05$  (critical value), we reject the null hypothesis and conclude there is a significant relationship between compensation and benefits and employee productivity.

Converting r-value to t-value using the formula:

$$T = r \times \sqrt{(n-2)} / \sqrt{(1-r^2)}$$

Where  $r = 0.953$ ,

and  $n = 375$ ,

we get:

$$T = 0.953 \times \sqrt{(375-2)} / \sqrt{(1-0.953^2)}$$

$$T = 0.953 \times \sqrt{373} / \sqrt{(1-0.908)}$$

$$T = 0.953 \times 19.31 / \sqrt{0.092}$$

$$T = 0.953 \times 19.31 / 0.303$$

$$T = 60.67$$

With 373 degrees of freedom (df) and an alpha level of 0.05, the critical t-value is 1.967. Since the calculated t-value (60.67) is greater than the critical t-value (1.967), we reject the null hypothesis.

## Test of Hypothesis 2

**H02:** There is no significant relationship between Training and Development and Employee Productivity in Rivers State Local Government Service Commission.

**Table 4.9: Correlation Analysis on the Extent and Direction of the relationship between Training and Development and Employee Productivity in Rivers State Local Government Service Commission.**

		Training and Development	Employee Productivity
Training and Development	Pearson Correlation	1.000	.951
	Sig. (2-tailed)		.000
	N	375	375
Employee Productivity	Pearson Correlation	.951	1.000
	Sig. (2-tailed)	.000	
	N	375	375

. Correlation is significant at the 0.01 level (2-tailed).

**Source: SPSS Statistics Output (2024)**

Table 4.9 shows the correlation analysis on the extent and direction of the relationship between training and development and employee productivity in Rivers State Local Government Service Commission. The table showed a correlation coefficient of  $r = 0.951$  with a corresponding significant/probability value of 0.000. The correlation is positive and very strong. Since the Significant/Probability Value (PV)  $0.000 < 0.05$  (critical value), we reject the null hypothesis and conclude there is a significant relationship between training and development and employee productivity.

Converting r-value to t-value using the formula:

$$T = r \times \sqrt{(n-2)} / \sqrt{(1-r^2)}$$

Where  $r = 0.951$  and  $n = 375$ , we get:

$$T = 0.951 \times \sqrt{(375-2)} / \sqrt{(1-0.951^2)}$$

$$T = 0.951 \times \sqrt{373} / \sqrt{(1-0.904)}$$

$$T = 0.951 \times 19.31 / \sqrt{0.096}$$

$$T = 0.951 \times 19.31 / 0.310$$

$$T = 59.24$$

With 373 degrees of freedom (df) and alpha level of 0.05, the critical t-value is 1.967. Since the calculated t-value (59.24) is greater than the critical t-value (1.967), we reject the null hypothesis and conclude that there is a significant relationship between training and development and employee productivity in Rivers State Local Government Service Commission. The positive correlation coefficient indicates that improvements in training and development are associated with proportionate increases in employee productivity.

## **Discussion of Findings**

### **Effects of Compensation and Benefits on Employee Productivity**

The study found a strong positive correlation ( $r=0.953$ ) between compensation and benefits and employee productivity at Rivers State LGSC. This finding aligns with Liu et al.'s (2020) study of China's public service sector, which reported that performance-based compensation led to 31% higher productivity compared to fixed salary structures. The strong correlation in both studies underscores the universal importance of compensation in driving productivity across different cultural contexts.

The current study revealed mean scores ranging from 2.89 to 2.95 across compensation aspects, with comprehensive benefits packages receiving the highest agreement (mean=2.95). This finding converges with Anker and Shakh's (2016) research in Nigeria, which found that 24.2% of employees preferred salary as a motivating factor. However, the current study shows a more comprehensive appreciation for total rewards packages, suggesting an evolution in employee preferences over time.

Interestingly, while the current study found strong agreement (mean=2.94) that compensation packages were commensurate with effort, this diverges from Nwoku's (2018) findings in Ebonyi State Civil Service, where inadequate pay packages were identified as a significant demotivator. This difference might be attributed to varying compensation structures across different Nigerian states or improvements in public sector remuneration over time.

The study's finding that compensation structure (including bonuses and incentives) encourages exceeding performance expectations (mean=2.89) aligns with Hassan and Abdullah's (2020) Malaysian study, which found that performance-linked compensation contributed to increased productivity. However, the current study shows a stronger correlation ( $r=0.953$  vs their reported 0.87), suggesting that compensation might have a more pronounced effect in the Nigerian context. A notable divergence appears when comparing the current findings with Rahman and Ahmed's (2021) Bangladesh study. While both studies found positive correlations between compensation and productivity, the Bangladesh study reported that only 67% of employees showed improved productivity with enhanced compensation, whereas the current study shows a higher percentage of positive responses (over 75% across most compensation aspects).

The findings also demonstrate that employees strongly value the link between compensation and job satisfaction (mean=2.95), supporting Milkovich and Newman's (2021) research on total rewards systems. However, the current study provides more specific insights into how different components of compensation packages contribute to productivity in the Nigerian local government context.

These findings suggest that Rivers State LGSC's compensation strategy is generally effective, though there remains room for enhancement, particularly in areas such as performance-based incentives and benefits structure. The stronger correlation found in this study compared to previous research indicates that compensation might be a more critical factor in the Nigerian public sector context than in other geographical or institutional settings.

### **Impact of Training and Development on Employee Productivity**

The study found a significant positive correlation ( $r=0.951$ ) between training and development and employee productivity at Rivers State LGSC. This robust correlation aligns with Okonkwo and Eboh's (2019) findings in Nigerian state-owned enterprises, where 63.7% of trained employees showed improved performance. However, the current study shows an even stronger positive response rate (over 70% across training aspects), suggesting potentially more effective training implementation at Rivers State LGSC.

Professional development opportunities received the highest mean score (3.18), while continuous learning opportunities scored lower (2.78). This pattern partially diverges from Karunaratne and Silva's (2021) Sri Lankan study, which found a more uniform impact of different training types. Their reported 39% productivity increase through structured programs differs from the varying effectiveness levels found in the current study.

The practical application of training to daily tasks (mean=2.97) supports Timothy et al.'s (2020) emphasis on relevance-based training selection. However, while Timothy et al. found that needs-based training was crucial, the current study suggests that broader professional development

A notable divergence appears when comparing with Mwangi and Odhiambo's (2021) East African study, which reported 45% faster processing times after digital workflow training. The current study shows more balanced improvements across various training types, suggesting that Rivers State LGSC's comprehensive approach might be more effective than focused technical training.

The strong correlation between training and productivity found in this study exceeds the relationships reported in most comparative studies, including Solomon et al.'s (2018) Nigerian research. This suggests that Rivers State LGSC's training initiatives might be particularly well-aligned with employee needs and organizational objectives, though there remains room for improvement in continuous learning opportunities.

These findings indicate that while Rivers State LGSC's training and development programs are generally effective, enhancing continuous learning opportunities and maintaining a strong focus on professional development could further improve employee productivity. The stronger correlation compared to previous studies suggests that training might be particularly impactful in the Nigerian local government context

### **Conclusion and Recommendations**

This study investigated the relationship between Public Personnel Management (PPM) practices and employee productivity in the Rivers State Local Government Service Commission from 2014 to 2024. The findings revealed strong positive relationships between compensation and benefits ( $r = 0.953$ ) and training and development ( $r = 0.951$ ) with employee productivity. Both null hypotheses were rejected, confirming that these PPM practices significantly influence employee productivity. The high correlation coefficients indicate that effective implementation of appropriate compensation systems and comprehensive training programs substantially enhances employee performance. Additionally, the descriptive analysis showed that employees positively assessed their productivity, particularly regarding contributions to organizational goals and

continuous improvement initiatives. These findings align with previous research by Karunaratne and Silva (2021) and Okonkwo and Eboh (2019), emphasizing the importance of structured personnel management practices in public sector organizations. The study concludes that strategic investment in compensation systems and training programs represents a fundamental approach to enhancing workforce productivity in local government administration. Based on the findings, the following recommendations are proposed:

1. That the Rivers State LGSC should undertake a comprehensive review of its compensation structure to ensure it remains competitive and adequately reflects employee contributions. This should include regular salary adjustments in line with economic conditions and implementation of performance-based incentives to further motivate high productivity.
2. The Commission should develop a more structured and needs-based training framework that aligns with both organizational objectives and employee career aspirations. Training programs should be regularly updated to reflect emerging trends and technological advancements in local government administration.
3. Implement a more robust performance measurement system that clearly links productivity metrics to compensation and career advancement opportunities, thereby reinforcing the relationship between performance and rewards.
4. Establish a comprehensive knowledge management system to facilitate information sharing and knowledge transfer among employees across different departments and local government areas, building on the findings of Al-Mansoori and Kumar (2021).
5. Institutionalize continuous professional development programs that provide employees with pathways for career advancement and specialized skill acquisition, addressing the observed need for ongoing learning opportunities identified in the study.
6. Develop structured feedback mechanisms to regularly assess employee perceptions of compensation and training programs, ensuring that these PPM practices remain responsive to workforce needs and expectations.
7. Review and strengthen the policy framework governing PPM practices to ensure consistency, transparency, and equity in implementation across all local government areas under the Commission's jurisdiction



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