

# THE ANALYSIS OF HUMAN RESOURCES MANAGEMENT IN NIGERIAN PUBLIC SECTORS

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**Abstract:** The collapse of today's public sectors is becoming unbearable. It is now very difficult for government to conduct any business activity successfully without any form of negligence by its workers. People ignore to adhere to their responsibilities because it is tagged 'public owned corporations'. However, this study investigates the major problem facing the Nigerian public sectors. To begin with, the research shows that 62.4% of the respondents were male gender while that of female respondents was seen to be only 37.6%. All the respondents are people working under the government with a bachelor's degree up to PhD level. More importantly, a descriptive research method was used of in this research. This is because a survey was conducted to ascertain the through cause of the decay in the Nigerian public sectors. In other words, a questionnaire was distributed to over 250 employees. The research made use of some prominent Nigerian public corporations such as; Nigerian public schools, the Nigerian police force, and the local Government Area as a case study. Nevertheless, it was statistically seen from the research that the chances of graduates getting employed in the Nigerian public sectors are purely based on whom they know. This is because, 45.4% of the respondents strongly agreed with the fact that recruitment system in Nigeria public industries are based on how connected you are. Only 8.2% was seen to strongly disagree with the claim. Again, the research findings also revealed that employees' safety is a major issue facing Nigerian public sectors. In other words, nearly 44% concur with the affirmation that workplace in Nigerian public firms are very unsafe while about 3% of the respondents agreed that the workplace in the nations' government sectors are very safe. It was also made clear from this research that there is a very low training offered by the Nigerian public firms to its staff. Above all, a correlation analysis conducted also made it clear that relationship exist between HRM functions and the productivity but there is less human resources management practice in the Nigerian public sectors because the nation ignore to espouse a common standard of HRM in most of its sectors.

**Keywords:** ANALYSIS OF HUMAN, Government Area, common standard of HRM.

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## 1. INTRODUCTION

The term 'human resource management' (HRM) is concerned with the management of people in an organization. The Nigerian public sector has been seen to suffer for decades mainly because of lack of human resources management practice. It is believed that Nigerian public enterprises did not recognize the strategic roles of the human resource managers in the formulation and implementation of organizational strategies. The position of employees' management in the workplace has really been ignored in the nations' owned companies. In other words, human resource management has not been handled as a valuable resource in the Nigerian public firms. Of course, this act has resulted in the slowdown of productivity in the country's public sectors. The research however, talks about the investigation of human resources management in the Nigerian public sectors, using Nigerian police force, Nigerian government schools and the Local Government Area as a case study.

Furthermore, it is believed that Nigeria is one of the strongest economy in Africa with \$3,203 GDP per capita and population of about 177,475,986 (2014). The country is very rich in oil which contributes to over 50% of the nation's GDP. Apart from oil, there is some other government owned firms that contributes to the national income of the country.

In Nigeria, there are various languages spoken by Nigerians but Igbo, Hausa and Yoruba are the most commonly used national language while English still remains an official language spoken by Nigerians (Knoema, 2016). More importantly, lack of human resources management practice has been identified to be one of the major reasons the country owned enterprise has been sliding for over decades. As a result of this however, there is a need for a reformation and reintroduction of human resource management in all aspect of the country's civil service sectors.

**Objectives of the study:**

1. The primary objective of this study is to outline the key problems associated with the collapse of Nigerian public sectors
2. To highlight the purpose or benefits related with the analysis of HRM in the Nigerian government owned enterprises
3. To practically examine if there is a relationship between some HR key functions with productivity of Nigeria public firms.
4. To also recommend the best possible means in which the nation's public service sectors can be saved from the downfall.

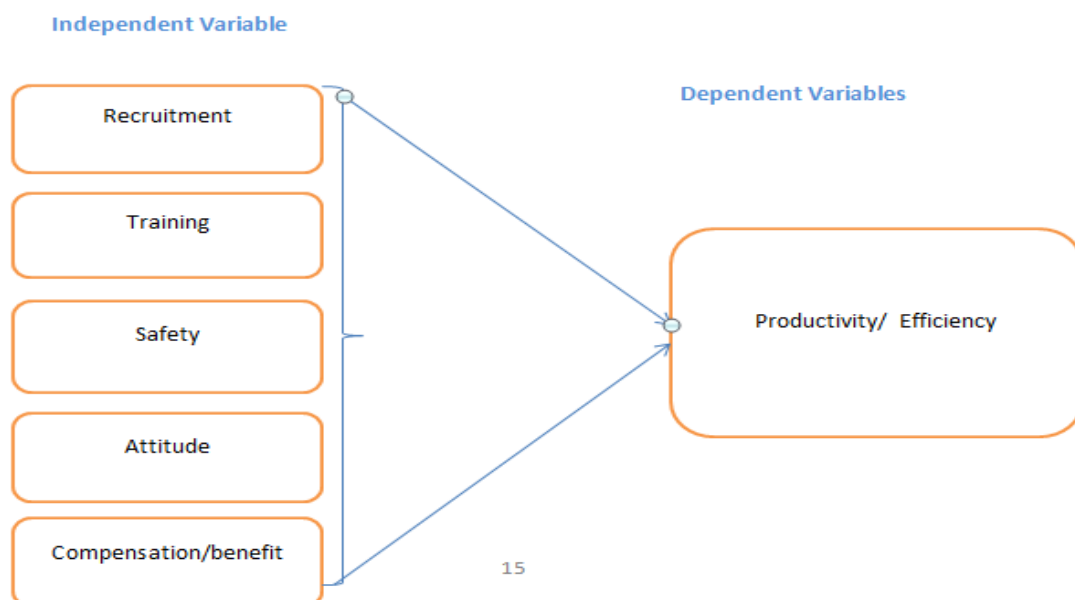
**Research questions:**

The main motive of this research is to analyze the human resources management in the Nigerian public enterprises and to also answer the following questions:

- a) What are the main factors responsible for Nigerian public sectors collapse?
- b) What roles can introduction or re-introduction of HRM plays in the Nigerian public sectors?
- c) What are the strategies that can be used to save the nation's public firms from collapse?

**Conceptual Frame work:**

This section reviews the previous studies done in the area of human resources management in Nigerian public sectors and highlighting the main research question as factors affecting the productivity of Nigerian public sector. However, this research conceptual framework is described schematically in the format below



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**Related literature:**

Though there are several factors that are responsible for the daily downfall of Nigerian public sectors but as mentioned above the researcher has selected three factors after reading literature in the field of human resource management in the light of previous literature.

**Recruitment:** The word 'recruitment' is a means of securing the right people for particular jobs, and it may take the form of advertising for large groups of employees or tracking out a lightly talented individual for specific job in an organization. There are many factors employer need to consider before recruiting people into an organization and it is obvious that it is not only a paper qualification that is needs to be considered before recruiting employees. In other words, a recruiter has to know the right person that will match a particular role in an organization before selection. Research indicates that some qualities such as maturity, high sense of belonging, skill, good moral attitude etc. needs to be put into consideration before recruitment. Also, research further stressed that even though those that are eligible applied for a job, proper care should be taken before accepting them into an organization. Employers should always strive to make sure that they recruit those that have what it take to bring a positive impact in an organization. Above all, this aspect is seen to be a challenge facing Nigerian public sectors (Yaro, 2014). The idea of attracting, developing, deploying and even retaining employees in the government own firms has now become a big challenge facing Nigerian public sectors. Most of the Nigerian public enterprises recruitment processes lacks a 'meritocracy'. In other words, people are being employed to work under the nation's public enterprises not because of their qualifications but rather based on whom they know. If one does not get a connection with the people working under the government, getting a job in the government sectors always tend to be very difficult. Therefore, the chance of an average Nigerian to get a job in the public sectors now tends to be very difficult and frustrating because the recruitment process has gone beyond a merit. According to Ibrahim Yalo, he stated that the case of Nigeria recruitment and selection are based more on the sentiment and more of ethnic segregation. A person's qualification, which is believed to be the most important criteria in staffing, seems to be less valued in getting a job in Nigerian government enterprises. (Yaro, 2014).

By the same token, it is equally important to mention that whenever recruitment of employees is ongoing, politicians whom are in the higher position in an organization often seen to impede in the process and make sure that their candidates are selected to various positions in the government firms irrespective of their various qualification and of course, this practice will later result to employing a worker that is incapable of executing a simple task. As aforementioned, it is beyond doubt that for organizations to achieve its goals, it must have some sort of individual who has the qualification that can bring a positive impact to the organization (Yaro, 2014).

**Training and development (T&D):** This is believed to be a function of human resource management that focused in organization's activities with the motive of improving an employee performance. In other words, training mainly focuses on impacting members of a particular organization the skills and knowledge needed to perform a particular job in an organization. On the other hand, development is also seen to an act of building knowledge and skills of employees so that they will be prepared to take on new responsibilities and challenges in the workplace. However, the importance of this function in an organization cannot be overemphasized. In Nigeria civil sectors, there is no adequate training program made available for the civil servants. The amount of training received by the employees in Nigerian government sectors are not enough compared to what they are ought to receive to perform a particular job in the organization (Erero, 2005).

**Employee's safety:** This can be described as an activity set aside with the aim of maintaining the highest level of health and safety for workers who part-take in an activity in an organization. More importantly, this involves setting up a mechanism that will ensure that employees are safe in their working environment. Making sure that employees' are healthy, keeping them away from any hazardous material or substance in a working environment is also a perfect definition of employees' safety.

In Nigerian, employees' safety has seen to be a very big issue facing the nation's public sectors. In other words, safety of employees is believed to be one of the problems causing the downfall of the public owned firms in the country (Olusegun, 2015.) Being protected from all sort of danger, risk, or injury in an organization is very important because workers need to be safe before they can be able to work effectively or efficiently in an organization. It is obvious that there is less measure to protect civil servant for risk and dangers in the working environment. Above all, ignoring the safety of employees in a workplace will definitely result to a decrease in productivity or less efficiency in the organization. In other words, a staff needs to be safe and healthy before they can be opportune to contribute to the success of an organization (Olusegun, 2015).

## 2. RESEARCH METHODOLOGY

Research methodology is a means used in collecting raw information for a research purpose. In this section, we focus on identifying the methods used in gathering some data for this piece of research work. More importantly, this part is

arranged under sub-headings such as: Data collection instrument, sampling techniques, questionnaire design, population of study, sources of data and area of study.

**Data collection instruments:**

To begin with, there are various means of data collection instruments which are; survey, interview, publications etc. But though, this research mainly focused on survey for data collection. In other words, this research is quantitatively designed using a **survey- questionnaire** and sampling to collect data from the Nigerian civil servants who work under the Nigerian public sectors. Again, both primary and secondary approach in data collection is used in getting some quality data for this research.

**Research design:**

According to the University of Southern California, it was made clear that research design is the overall strategy that one chose in order to integrate the different components of the study in a coherent and logical way, thereby, ensuring that one effectively address a research problem (USC Libraries, 2016). However, it is seen to constitute the blueprint for the collection, measurement, and analysis of data. In most cases, it is believed that a research problem should be a determinant of one's research design (USC Libraries, 2016).

More importantly, descriptive survey method was used for this study. This is because, it helps to determine the method and procedure adopted in this research report since it gives the reader background information on how to evaluate the findings and conclusion.

**Sampling techniques:**

The term population is said to be a certain number of people occupying a particular geographical area or town. In this research, all the people or variables that constitute the focus of study are known as population. However, since it is challenging to study the whole population of the Nigerian civil service sectors, the researcher has decided to limit the study to Nigerian Police Force, Nigerian government schools and Local Government Areas Lagos State, Nigeria as a studied population. Due to limited resources and time, I (researcher) have decided to take a sample of **300** staff working under the aforementioned public offices. Questionnaires were distributed by field work, emails and observation to respondents and enough time was given to them to fill the questionnaire in order to reduce sampling error. Again, the questionnaire is constructed in simple language and format in order to reduce the risk of ambiguity.

**Questionnaire design:**

The term questionnaire can be viewed as a list of questions designed to obtain information from specified target respondents. This is administered through given out some pieces of papers to respondent to fill in the spaces provided for the purpose. In the same fashion, the administration of most of the questionnaire was face-to-face method while the remaining parts of the questionnaire were administered online. Again, the major advantage found from administering most of the questionnaire through face-face is that it was taken seriously by the respondents since the researcher is right present during the process of responding to the questions by the respondents.

More importantly, the questionnaire is carefully designed to meet the requirements of the research. Some of the questions are taken from previous literature on HR key functions and productivity of Nigeria government owned companies with the view to validate the research more. Again, some questions are self-structured to cover the diversity of the research problems. The questionnaire consists of two main parts and one sub part, first part is mainly focused on questions pertaining human resources key functions and productivity. Second part of the questionnaire covered one of my research questions that is, who are Nigerian civil servants in terms of demography. , the questionnaire was structured in such a way that it gives exact information needed to analyze the topic.

Above all, the question type used in this research is more of alternative, but with few questions designed as open – ended, which means that the respondents can write down their views, suggestion, comments and recommendation about the research.

**Population of study:**

The world population in a research contest is said to be all the people or variables that constitute the focus of study. According to Wilson Mizner, he said that “a research population is generally a large collection of individuals or objects that is the main focus of a scientific query” (Explorable, 2008). In other words, population is any group of individuals that a researcher or researchers focused an attention on and as well chosen to be an appropriate topic of learning.

More importantly, since it is impossible to study the entire larger population of Nigeria public sectors, the researcher has chosen the Nigerian public schools, the local government areas, and the Nigerian police force all in Lagos State Nigeria as the studied population in order to find a means to solve the problem of the nation's low productivity. Approximately 300 questionnaires were distributed to employees and the top management staff in the Nigerian public sectors.

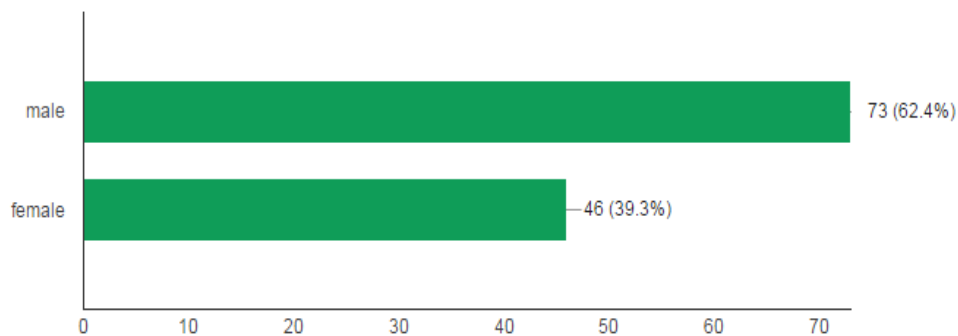
**Area of study:**

The research covered a solid investigation in public schools, local government area and the police force Lagos branch.

**3. FACTS AND FINDINGS**

As it was clearly seen from this research, a questionnaire was made use of in this research data collection. In this section, the data collected from the respondents regarding the basic issues involved in the research work are presented and analyzed.

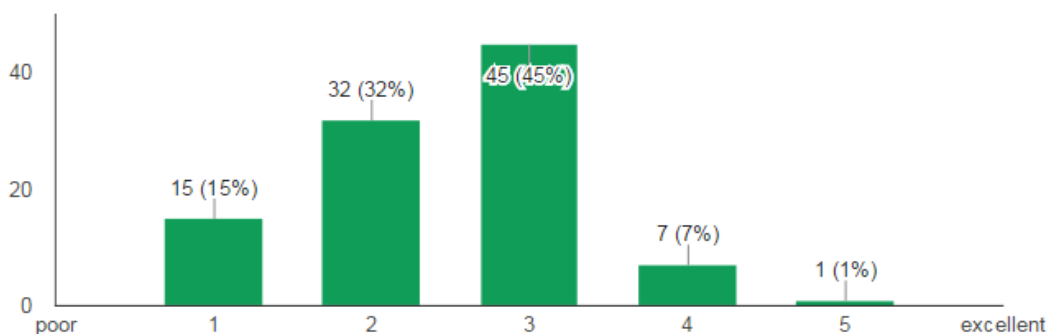
. What is your gender ? (117 responses)



Statistically, the table above shows gender, age, and the educational level of the research respondents. The table outlined that there was **total of 117** questions answered by the respondents but **250** were distributed. More importantly, the first table shows the gender distribution of the respondents. As it is clearly displayed, it shows that there were two main genders that responded to the questionnaire. Male and female are the only gender used in this research. However, the research showcased that **62.4%** of male responded to the distributed questionnaire while female respondents contributed to only **37.6%** out of **100%**. In addition, the research indicate that **27.8%** of the staffs fall **within 0-5 years of experience**, **37.8%** of them fall within 5-10 years of experience, **23.3%** of the staff were seen to **have 10-15 years'** work experience. Lastly, only **11.1%** of the staff was also seen to acquire more than **15 years'** work experience.

Overall, how can you rate human resources management practice in Nigeria public sectors?

(100 responses)



As it is clearly displayed in the graph above, **45%** of the responses rate human resources management practices in Nigeria public sectors in a scale of 3 which is the highest percentage. Only **1%** of the respondents rate human resources management practice in the Nigeria public sectors in a 5 point scale which means excellent. In addition, **32%** of the respondents rate the practice of human resources management in the Nigerian government firms in a scale of 2 which is bellows an average. **15%** says that there is poor HRM practice in the country’s public enterprises while **7%** agreed that HRM practice in the Nigeria public sectors is very good.

From this report, there is no doubt that human resources management practice is not effectively practiced in the nations’ public sectors. This is because; in a scale of **1 to 5 (poor to excellent)** **45%** of the research respondents’ rate human resources management practice in Nigeria in a 3 point scale, which is the highest frequency. In other words, this 45% connotes that the practice of human resources management in Nigeria is at of minimum.

#### 4. CORRELATION ANALYSIS

This is used to measure an association or relationship between variables. To begin with, a confidence level is set at 95% which is a strong indication for us to accept the null hypothesis which states that relationship exists between dependent variable (productivity) and independent variables (safety, training, recruitment and attitude). Again, the analysis is also a means for us to confidential reject or accepts alternate hypotheses which believe or states that there is no relationship between dependent and independent variables.

		In what scale can you rate productivity in Nigeria public sectors?	How can you rate the employees training in Nigeria public firms?
In what scale can you rate productivity in Nigeria public sectors?	Pearson Correlation	1	.017
	Sig. (2-tailed)		.868
	N	101	97
How can you rate the employees training in Nigeria public firms?	Pearson Correlation	.017	1
	Sig. (2-tailed)	.868	
	N	97	113

However, as we can see from the table above, it shows that there is a positive correlation between productivity and training but the correlation is not statistically significant because the **P value (0.86)** is greater than our level of significant (**0.05**). In other words, there is no strong bond between training and productivity. Additionally, the **P, value which is (0.868)** is also greater than our level of significant which is (**0.05 or 95%**) and again there is a weaker strength (**0.17**) to adhere to this output. As a result of this figures, we can say that we do not have enough evidence to suggest or agree that there is a relationship between training and productivity in the Nigerian public sectors. Lastly, this result connotes that we cannot accept the hypothesis because our evidence is not strong enough to accept it.

#### 5. CONCLUSION

Based on the research, it is a well-known fact that recruitment in the Nigerian public sectors is typically based on whom you know. In other words, getting selected into the Nigerian government firms is based on how connected you are with already existing civil servants. Again, it is also true that employee’s safety is a major issue facing the nations’ public sectors. It was obvious from the research findings that the government put no or little effort in ensuring its staff safety. And of course, it is not an overstatements to say that ‘productivity will suffer when employees’ safety are not guaranteed in an organization’.

More importantly, training is another component of human resources management that that has also been neglected in the Nigerian public sectors. According to the research findings, it was made clear that there is less training provision set aside for the newly recruited employees in the countries’ public companies.

Above all, another variable that was discussed in this research is ‘employees’ attitudes’. The research findings also made it transparent that some staff do have nonchalant attitude towards their work and positions, even to the extent that they do come and leave their work premises at their own convenient time without any sort of permission from their superiors. In spite of these commendable and vigorous steps by the government to restructure the economy of the nation and enhance productivity and accountability in the public sectors, more work need to be done in the aspect of human resources management in the nations’ public sectors.



## **6. RECOMMENDATIONS**

Based on the finding of this research paper, the following recommendations were made. The recommendations if properly adhered would be designed to enhance the management of human resource in the Nigerian public sectors with an aim of improving their productivity.

To begin with, the government should try as much as possible to introduce quarterly performance appraisal and evaluation of workers so as to reduce the unqualified or the so called ghost workers in the government sectors.

Again, it was made clear that recruitment is a bigger issue facing the Nigerian public sectors. As a result of this however, proper recruitment and selection processes should be adhere to, in order to get the best employee that will contribute to the success of government owned enterprises. Hiring an employee should be totally based on meritocracy instead of 'connectivity' (friendship, relationships, religion, ethnicity, political party)

Additionally, employees' safety was also seen from this research to be a major issue facing the country's public sectors. As a matter of fact, productivity can never increase when the safety of employees are not guaranteed in the workplace. Therefore, the government should improve the safety of its workers in the Nigerian public sectors so as to also increase the productivity of the public sectors.

Training and development is a strong factor that positively has a great impact on productivity. According to the research findings, there is no adequate provision for this. Therefore, it is recommendable that the federal government should also look into this and adopt all the mechanism necessary in improving employee skills and technical know how.

More importantly, it was seen from this research finding that some employees do leave their work premises at inappropriate time without prior permission or notice from their superior. Therefore a proper attention should be paid to this by the government in order to add to the sectors productivity.

Above all, the government should critically look into human resources management in the countries' public sectors and find a means of practicing it because productivity will forever remain at a stagnant position if HRM practice is neglected in the public sectors.

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