

EXPLORING THE RELATIONSHIP BETWEEN HUMAN RESOURCE DEVELOPMENT AND EMPLOYEE EFFICIENCY IN BENUE INVESTMENT AND PROPERTY COMPANY

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Abstract

The key emphasis for sustainable human resource development in the public sector has been an efficient and effective way of organizing and executing programmes to achieve desired results. The success of any organization is not only determined by the quality of personnel available, but how adequate these resources are harnessed and coordinated towards achieving the goal of the organization. The importance of developing human resources is more obvious given the growing complexity of the work environment, rapid change in the organizations and advancement in technology. Consequently, this study examined human resources development as a tool for organizational productivity in Nigeria public sector. Two critical human resource development practices (performance appraisal, reward and welfare) were used. The factors of organizational productivity used were based on job skills, performance, experience and background. The study adopted a survey research approach, using questionnaire administration for data generation. The data were analyzed using regression analysis (Statistical Package for Social Science (SPSS), version 25.0) was used for test of hypothesis. Findings showed that all the two critical human resource development practices are veritable tools for employee productivity, they had positive /significant effect on employee productivity. The study then concluded, amongst others, that human resource development practices significantly influence organizational productivity, thereby supporting the need for organizations in the public sector to pay attention to human resource management practices. The study then recommended, amongst others, that improving quality of manpower development through increasing programmes and course will integrate staff concern. It is also recommended that staff should be allowed to be involved in programme development of course that would easily benefit them.

Keywords: human resource development, public sector, work environment, Statistical Package

1.0 INTRODUCTION

1.1 Background to the Study

Every organization, the world over, desires the actualization of its goal through the utilization of human, material and financial resources. However, the articulation of all resources requires the support or initiation of the persons that makes up that institution. As such, human resources are been seen as the greatest asset of any organization due to its role of ensuring the achievement of an organization's goal and objective. Human resource is the basis of all resources and it is the indispensable means of converting other resources to mankind use and benefits. So, how well we develop and employ human resources skills, is fundamental in deciding how much we accomplish

as a nation (Obi-Anike and Ekwe, 2014). Even in the developed and industrial nations of the world where the use of machines and technology is at advanced stage, manpower is still very essential (Comma, 2008). Thus, human resource or manpower is noted as the pivot of every human institution.

1.2 Objectives of the Study

The main aim of this study is to investigate human resource development as a tool for employee productivity. The specific objectives are, to:

- i. Evaluate the extent of the relationship between appraisal and employee productivity in Benue Investment and Property Company.
- ii. Determine the degree of the relationship between reward /welfare and employee productivity in Benue Investment Property Company.

1.3 Statement of Hypotheses

The following null hypotheses have been formulated based on the relationship between human resources development and organizational productivity.

H₀₂: There is no significant relationship between appraisals and employee productivity in Benue Investment Property Company.

H₀₃: There is no significant relationship between reward and employee productivity in Benue Investment Property Company.

2.0 REVIEW OF RELATED LITERATURE 2.1 Conceptual Review Human Resource Development

The human resource of any organization, simply put, could mean the employee an organization. Manpower, human capital, personnel, employees, human resource etc. usually used interchangeably as meaning the same and this has been proven as the most vital aspect of management by various scholars (Audu and Gumgul, 2014). Human resource development has been described as a function of human resource management often visualized as the process of increasing the knowledge, skill and capabilities employees in an organization through training and career development programmes.

Werner and Desimone (as cited in Audu and Gugul, 2014) stated that human resource development is a set of systematic and planned activities designed by an organization to provide its members with the opportunities to learn necessary skills to meet current and future job demands. Gulcin (as cited in Gaafar, 2012) opined that human resource development encompass the broad set of activities that improve the performance of the individuals and teams. Basically, human resource development is a training and development process. Nwachukwu (2007) noted that human resource development is at the heart of employee acquisition, utilization, productivity, commitment, motivation and growth.

Human resource management is a discipline, a professional specialization that has developed in recent years as a broad spectrum, encompassing various field incorporated and synthesis with certain element of personnel management organizational behaviour, industrial and labour relationship (Okoye and Ezejiofor, 2013). According to Renuks (as cited in Okoye and Ezejiofor 2013), human resource is touted as the most important, influential and impactful asset of an organization. Appah, Tebepah and Soreh (2012) noted that human resources being one of the important factors of production and enhanced productivity, therefore, its development is needed to develop competences of employees. According to Ahmed and Schroeder (2013), human resources are considered the important asset of an organization. Human resource development involves all management decisions and practices that direct, affect or influence the human resource in the organization (Solkhe and Chaudhary, 2011).

Human resource development mechanisms of training, performance appraisal and feedback, potential appraisal, career planning, rewards and employee welfare are fundamental for employee performance (Appah et al, 2012). Human resource development is the process of acquiring and increasing the number of persons who have education, skills and experience which are critical for economic and social development (Sharma, 2004). Solomon (2009) suggests that human resource development include investment by society in education, investment by employees in training and investment by individuals in time and money in their own development. Nwuche and Awa (2009) argue that human resource development improves the skill and knowledge base of organization members, a precursor of organizational development. According to Saraswathi (2010), human resource development in the organizational context is a process by which the employees of an organization are helped in a continuous planned way to;

1. Acquire or sharpen capabilities required to perform various functions associated with their present or expected future roles
2. Develop an organizational culture in which supervisor-subordinate relationships, team work and collaboration among sub units are strong and contribute to the professional well-being, motivation and the pride of employees.
3. Develop their general capabilities as individuals and discover and exploit their inner potentials for their own and organizational development process.

Ejete-Iroh, Chukwuemeka and Jasper (2010) opined that human resources are the most important asset of every organization as policies and programmes of the organization are solely integrated and articulated by them towards achieving the desired organizational goals.

Concept of Productivity

Ogbunbamowo (2000) and Ohinmorim (2003) see productivity as the relationship between output generated by the production of service and input provided to increase this output. Mali (1978) cited in Nwachukwu (2006) sees productivity as a measure of how well resources are brought together in organizations and harnessed for maximum

efficiency. Productivity is the driving force behind an organization's growth and profitability. Anyadike (2013) views productivity as the relationship between output of goods and services of workers of the organization and input of resources, human and non-human, used to the production process. According to Onah (2010), productivity is the relationship between output of goods and services and input of resources, human and non-human, used in the production process. In other words, productivity is the ratio of output to input, the higher the numerical value of this ratio the greater the productivity.

Productivity is a measurement or calculation between input and outputs, inputs are the amount of resource such as human resources, money, time, physical, technological and effort spent working in the organization, while output are the result (Anyadike, 2013). When employees are unproductive, they take longer time to complete projects, which cost employers more money due to the time lost (Ikeanyibe, 2009). When employees are productive, they accomplish more in a given amount of time. The importance of higher productivity of employees in public enterprise cannot be over emphasized, which include the following: - higher incomes and profit, higher earnings, increased supplies of both consumer and capital goods at lower costs and lower prices, ultimate shorter hour of work and improvements in working and living conditions, strengthening the general economic foundation of workers (Nwachukwu, 1988). The effectiveness of the use of the factors of production to produce goods and services is commonly referred to as productivity (Okoye and Ezejiofor, 2013).

Human Resource Management Practices and Employee Productivity

An organization is seen to be effective and efficient if there is demonstrably; increase in productivity. According to Bartel (as cited in Ezeani and Oladele, 2013), productivity can be seen as the *raison d'être* of management since it provides how efficiently production inputs are used in an economy. As the development is focusing more: employee's personal growth, successful employees prepared for positions of greater responsibility must have analytical, human, conceptual, and specified skill (Ezeani and lie, 2013). For this reason, corporate management globally is concerned with productivity because it is regarded. as a main indicator of efficiency when comparisons are with competitors in the labour markets (Uk. NOP Business, 2001).

Human resource development mechanism of training, performance appraisal and feedback, potential appraisal, career planning, rewards and employee welfare, fundamental are mental for organizational productivity in the Nigerian public sector; raining- training is one of the most important function that directly contribute to the development of human resources (Appah et al, 2012), Schmidt (2007) views training as a set of planned activities on the part of an organization to increase the job knowledge and skills, or to modify the attitudes and social behaviour of the members in ways consistent with the goal of the organization and the requirement of the job. Barlett (2001) found a *positive* relationship between training and organizational commitment and recommended that human resource development professionals adapt new research methods to demonstrate to organizational decision makers that training and development contributes to desire workplace attitude which may in turn

influence behaviours such as absenteeism and mover. Lee and Bruvold (2003) found that comprehensive training activities are positively associated to productivity; reduce staff intention to leave and organizational **effectiveness**. Performance appraisal- is a systematic and periodic process that assesses an individual employee's job performance and productivity in relation to certain pre-established and organizational objectives (Mansa, 2009). However, performance appraisal system has potential advantages for organizations such as facilitation of communication, enhancement of employee focus through promoting trust, performance improvement, and determination of training - needs (Gaafar, 2012). Performance appraisal consists of a framework of planned goals, standard and competence requirements and plays an important role in integrating the individuals' needs with the organizational needs (Saraswathi, 2010). It is a formal management system that provides for the evaluation of the quality of the individuals performance in an organization (Yousef, 2000). Husain Ali and Opatha (2008) stated that performance appraisal is perceived degree to which performance appraisal system has attributes that are right for fair and accurate evaluation of employee job performance. Ali and Akter (2011) stated that employee performance appraisal is subject of great interest in most organizations. First, it has effects and consequence on workers compensation and recognition (Bartol and. Locke, 2000); secondly, it is important for the development of strategic human resources which looks at employees as an organizational tool for an organization to survive and be productive (Ahmed and Spice, 2000). Strong evidence shows that performance appraisal has positive association with productivity (Appah et al, 2012). Hanley (2005) stated that developmental purpose of performance appraisal is more productive in influencing organizational performance. Brown and Haywood (2005) noted that performance appraisal system has positive association with improved productivity of organizations. Lee and Lee (2007) investigated that effective performance appraisal system involves productivity and quality in organizations.

2.2 Theoretical Framework System Theory

The system theory was propounded by Easton in 1961 (as cited in Ezeani and Oladele, 2013). The systems perspective assumed a system as a set of interrelated and independent parts arranged in manner that produces a unified whole. From a system perspective, an organization is seen as being made up of interdependent factors, including individuals (managers, accountants, supervisors etc.), groups of, attitudes, motives, formal structure, interactions, goals, status, and authority (Owojor and Asaolu, 2010). The system approach believes that the system is made up of parts which are differentiated in some ways but are connected to make the whole through the interaction between its component parts and with the external environment. The organization as an open system cannot exist in isolation it must exchange energy and information/competencies with its environments. Every system is loosely connected with many other sub system or subunits. For example, organizational system is loosely coupled by the following elements; raw materials equipment, administrative personnel, working tools, managers, accountants, supervisors and other employees (Ezeani and Oladele, 2013).

The organization is environments within the larger environment. It is important for the organization to expand its functions in order to bring it into closer relations with the surrounding environment. For example, employees are recruited from outside the organization: while funds are generated internally (internally generated record) or externally. The systems theory gives the managers a way of looking at an organization as a whole and as part of the large environments. In doing so, systems theory is of the view that activity of any of the organization affects activity of every other part. The job of the manager is to ensure that all parts of the organization are coordinated internally so that the organization's goal can be achieved. With this, the manager has to ensure that the activities of both human and materials are well coordinated and represented in terms of motivation and training of self to enable them fit in the environment of work. Human capital development is a mixture of activities aimed at improving the performance of personnel in organization for the attainment of continuous improvement in productivity. An organization does not exist in vacuum; hence it is dependent on its external environment. Organization invests in people to enable them to perform better and to empower them to make the best use of their natural abilities for overall effectiveness and efficiency of an organization. An organization is seen to be effective and efficient if there is demonstrable increase in productivity (Ezeani and Oladele, 2013).

2.3 Empirical Review of Related Works

In a study conducted by Obi-Anike and Ekwe (2014) on impact of training and development on organizational effectiveness in public sector in Nigeria. The study sought to determine the nature of the effectiveness; to highlight- the benefit of training and development in Nigeria public sector and to ascertain the impact of training /development on organizational performance. Data were generated through questionnaire administration, presented and analyzed with descriptive statistic, while corresponding hypotheses were tested with the chi-square, Pearson's correlation and regression. The finding indicated that; there is positive relationship between training /development and organizational effectiveness, the increase in job satisfaction and reduction in employee turnover are the benefits of raining and development in public sector. The study concluded that effective training is an investment in the human resources of an organization, with both immediate and long rage returns.

In another study, Audu and Gungul (2014) studied effect of human resource training and development on productivity in Nigeria hospitality industry. The researcher elicited data through questionnaire administration, interview and observation. The methods of data analysis used were simple percentage and other statistical method. The findings from their study indicated that training and development improve productivity in the hospitality industry, and that training and development motivates employees. They concluded that the hospitality industry in Nigeria could be improved through training and development of human resources. They then recommended that the industry should prioritize training and development of their employees by industry funding such programmes to ensure improved productivity.

In another study, Anyadike (2013) investigated the role of human resources planning in ensuring employee productivity in the Nigeria public organization. Data for this paper were derived from secondary source; previous research and analysis of scholars, government documents, newspaper/magazines as well as journal articles that are related to the subject. This study involved an extensive review of literature which critically analyzed the status, problems and prospects of human resources planning as part of the roadmap to employee productivity in Nigeria public enterprises. The paper found planning as essential for productivity and organizational effectiveness and efficiency because it acquires best human resources, focuses on corporate goal, utilized human resources, develops human resources, reduces uncertainty and labour cost, regularizes production, maintain good industrial relation, keeps records, and control human resources. They concluded that human resources planning must be linked with the organizational strategic plan as this is the only way to make manpower planning effective.

In a related study, Okoye and Ezejiofor (2013) studied the effect of human resource development on organizational productivity. In achieving the study aim, data were collected from both primary and secondary source. The data analyzed by use of means, variance and standard deviation; and hypothesis tested using z-test statistical tool. Based on the analysis, the study found that human resource development is very vital to any organizations ranging from small to large scale enterprise since it is well known that no business can exist entirely without human being, also that one of the major functions of human resource development is the engagement of people to work in order to achieve growth and profitability. They then recommended that organizations should inculcate the habit of attending seminars and conference and make sure that the effort of employees are appraised from time to time to find out how they contribute to the achievement of organizational goals and making educational qualification a pre-requisite for recruitment, selection, promotion and placement of workers.

In another relate study, Ezeani and Oladele (2013) studied implications of training and development programmes on accountants' productivity in selected business in Onitsha, with sole aim of finding out the adequacy of training and development programme provided to the accountants. The researcher employed a survey design and a simple random sampling technique. Questionnaire was used for data collection, and data was analyzed using mean scores and standard deviation for research questions while the hypotheses were analyzed using t-test statistics. Their findings were thus, indication or orientation, foundation, refresher, in house, off the job pupilage, workshops seminar etc are the most common development programmes available to accountants in these business organizations. It was found that these development programmes were adequately provided for accountants by the employees of these organizations. It was recommended that the organization should be effective in integration of resources, physical and human will to yield high output or productivity.

In a study, Aroge (2012) studied the contributions of industrial training fund to employees training and development for optimum productivity in Nigeria. Data were generated through questionnaire administration and responses elicited from respondents were numerically quantified, tabulated and analyzed using Likert scale. The

findings showed that contributions by industrial training fund since inception has helped in manpower development in Nigeria through its various programmes which include direct training targeted at employees both in private and public sector, research and consultancy services, reimbursement and grant scheme, amongst others. Based on their findings, the research concluded that there is a significant relationship between employee's training and industrial growth and development, and that, training and development helps to ensure that organizational members possess the knowledge and skills they need to perform their jobs effectively, take on new responsibilities and adapt to changing conditions.

Relatedly, Appah, Tebepth and Soreh (2012) in their study, examined human resource development on performance of public sector accountants in Nigeria. To achieve the objective of the study, primary and secondary data were used. The primary data was obtained through a well-structured questionnaire administration to one hundred and nineteen public sector accountants in Bayelsa state, and data obtained were analyzed with economic models of multiple regressions, granger causality test and diagnostic test. The Crombach's alphas model was used to verify the reliability of the instrument. The study found that job training, performance appraisal career planning and reward and employee welfare were positively related to productivity of public sector accountants in Nigeria. The study then concluded that there is a strong relationship between human resource management practices and public sector productivity in Nigeria.

It can be inferred/observed that, previous research linking human resource development and productivity in different areas and spheres have not really dealt with the human resource management practices /tools that could enhance or impede on the productivity of public and private sector employees, especially in Benue state.

3.0 Research Methodology 3.1 Research Design

The researcher adopted a survey research design approach. Research design is defined as a plan or blue print which specifies how data relating to a given problem should be collected and analyzed (Emaikwu, 2011).

3.2 Population and sample size determination

According to Akpa (2011), a population is viewed as the large number and complete group of items about which knowledge is sought. Therefore, the population for this study comprise of management and staff of the Benue Investment Property Company which is 806.

The Yaro Yamane formula (as cited in Anyadike 2013) for sample size determination method was employed to select from the population the employees and management to be studied in which 310 was arrived at as the sample size. This formula was chosen because the population is known

The formula is given as

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

Where n = sample size

N = Population

$\alpha =$ level of significance (for the purpose of this study α will equal (0.05)

3.3 Method of data Collection

The primary data was gathered through questionnaire administration. The questionnaire consisted of 23 items. Items related to the dimensions of human resource development practices (performance appraisal, rewards and employee welfare). Human resource development practices item measure developed by Tsaur and Lins (2002) was used, consisting of three items for each of the four chosen functions. Employee productivity was measured using Malmir et al (2012) study of identifying effective and efficient factors of human resource by using Topsis method, which consists of six items.

3.4 Validity and reliability of Instrument

Validity, as defined by Akpa (2011), as action taken by the researcher to ascertain the extent to which data collected from the field truly measures what they are expected to measure. To ensure that the research instrument (questionnaire) measures what is intended to measure, the question (instrument) was validated by three lecturers of the department of Business Administration in the areas of human resource management, organizational behaviour and production management. Then a pilot study was done. Observations from the pilot study were used to make adjustments on the instrument before the final survey was conducted.

Reliability, as defined by Bandam (2008), refers to how well the instrument (questionnaire) consistently yielded similar results over time despite uncontrollable testing conditions or state of the respondents. A reliable measure is precise. Hair et al (2016) views reliability to how well the instrument (questionnaire) consistently yields similar results, accordingly they opined that the Cronbach alpha for determine how relevant the set of items are for a study should be above 0.7 for the overall items tested. Thus, over values surpassed 0.7 ($\alpha = 0.718$, $\alpha = 0.811$) and so have satisfied the need for inclusion in this study. Reliability coefficients for the measures are within acceptable limits as described by Hair et al (2006). The Kaiser-Meyer-Olkin measure of sampling adequacy (KMO – 0.804) indicated that the factor analysis was appropriate. The cumulative effect gave percentage of 79% also compliments the adequacy. Statistical Package for Social Science (SPSS) Version 25.0 for Windows output procedure was used.

3.5 Measurement of Variable

The questionnaire items statements for performance appraisal, rewards and employee welfare, in this study were developed based on measures from instrument, literature and inputs from human resource and productivity experts.

The human resource development practices were measured using Tsaur and Lin's (2002) items measure. This measure is designed for use in organizational performance and productivity research. The two practices chosen are performance appraisal, rewards and employee welfare. Factors such as programmes development, improved skills, measurement, promotion, salary, promotion decisions, improvement, efficiency, effectiveness, knowledge

base etc, some statements include: For performance appraisal = performance of employees is measured on the basis of objective quantifiable results. For rewards and welfare = our organizations salary and other fringe benefits are comparable to what is generally obtained in the sector. These were measured on a five-point Likert Scale response format ranging from strongly agree (5) to strongly disagree (1). These dimensions or measures were used by Obi-Anikea and Ekwe (2014), Okoye and Ezejiofor (2013), Gaafar (2012), amongst others.

Organizational productivity was measured/operationalized using exhibition of the precise information on organizational performance, job skills, wages and salaries, background and experience on the job. Thus, using Malmir et al (2012) study of classifying the effective factors of human resources by using Topsis methods. Some statements include; our organization emphasizes acquiring more skills and competencies, over the last years, our programme implementation has been a little more effective. These variables were measured on a five-point Likert Scale responses format, ranging from strongly disagree (1) to strongly agree (5)

3.6 Research Model

The model for this research is given as

$$EP = f(PA, RW)$$

Where:

EP = Employee Productivity
 PA = Performance Appraisal RW = Rewards
 and Employee welfare

The explicit form of the model is given as:

$$EP = \beta_0 + \beta_1 PA + \beta_2 RW + e$$

Where

EP = Employee Productivity
 PA = Performance Appraisal
 RW = Rewards and Employee welfare
 e = Error term

$$\beta_0 + \beta_1 + \beta_2$$

Aprior expectations are $b_1 < 0$ $b_2 > 0$; it is expected that the analysis based on the model in question will help to test hypothesis Ho1 to Ho4, answer the four research questions for this study and achieve the four objectives.

3.7 Data Analysis Technique

Regression analysis was used to test the hypothesis in order to determine human resource development practices as tool for employee productivity.

4.0 Results and Discussion Table 1: Regression for the relationship between the Human resource management development practices and employee productivity Model statistics/coefficients

	Unstandardized coefficient		Standardized coefficient		
Model	B	Std error	Beta	T	Sig
Constant	3.849	.304		7.664	.000
PA	.504	.064	.404	2.644	0.18
RW	.436	0.55	.392	2.331	004

Dependent variable: EP

Note: PA= performance Appraisal, RW = Reward and welfare

Source: SPSS (version 25.0 for windows output) regression printout, 2023

Table 2: ANOVA for overall significance of the Model

Model	Sum of squares	Df	Mean square	F	Sig
Regression	300.827	5	60.165	5.611	.014
Residual	90.012	352	.256		
Total	390.839	357			

Source: SPSS Printout, 2023

At 5% level of significance, the F statistics shows that the model is useful in determining if any significant relationship exists between human resource development practices and productivity.

4.1 Discussion and Implication of Findings

The result of this study, as presented above clearly indicate significant positive effect that human resource development practices (performance appraisal, reward and welfare) have on productivity of staff in Benue state Investment and Property Company. Indeed, human resource development has proven as a potent tool for employee productivity in the Nigeria private and public sector. The results of this study concur with that of previous research that tools of human resource development practices (performance appraisal, reward and welfare) (enhances organizational productivity) (Khan, 2010; Batool and Batool, 2012; Appah et al, 2012; Okoye and Ezejiofor, 2013; Ezeani and Oladele, 2013).

The study result shows clear relationship between performance appraisal employee productivity. The results clearly showed that when needs of individual staff are integrated with organizational strategy; it gives a clearer picture for the evaluation of the quality of the individuals in the organization. When there is a fair and accurate evaluation of the quality of the individuals in the organization. When there is a fair and accurate evaluation of

employee performance, and certainly leads to rewards that triggers organizational productivity. This is in line with findings of Khan (2010) and also Ezeani and Oladele (2013), whom in their studies found performance appraisal to be strong determinant for human resource development, since it tells a picture of where strengths of the employee are and can be improved upon, and where weakness exist and can be developed on through training and development.

The result of reward and employee welfare also shows positive relationship with employee productivity. This is also in line with the studies of Khan (2010). Okoye and Ezejiofor (2013), Appah et al (2012), they all collaborated that when staff welfare is taken seriously, there is job satisfaction, commitment and less negative word of mouth, and intention to quit is low. This fosters good working condition that breeds togetherness to work in unity and ultimately goals are achieved speedily and satisfactorily. When staff knows that their efforts would be adequately rewarded, the zealot put in more effort is there, and the organization is the best to benefit from such, as organizational productivity in efficiency and effectiveness in programmes and policy implementation.

5.0 CONCLUSION AND RECOMMENDATIONS 5.1 Conclusion

This study examined human resource development as a tool for employee productivity in Benue investment Property Company. The review of relevant literature provides strong evidence for the relationship between human resource development practices and employee productivity. This study empirically substantiated the result of previous studies with regards to the association between these variables. The findings of this study indicate that the performance appraisal, reward and welfare; are necessary tools of human resource development that enhances organizational productivity. The study highlights the relevance of human resource development as a variable tool to achieving and sustaining employee productivity in a reformed public and private sector environment.

Human resource in the general is a very important concept, as its practices do lead to organizational effectiveness. The result of this study highlighted, has shown that human resource development practices significantly influence employee productivity thereby supporting the need for organizations to pay attention to human resource management practices. Doing this will facilitate such organization achieving effectiveness and efficiency in their operations and programme/policy implementation. It will also facilitate level of perceived employee/organizational performance among staff and consequently their job performance through the positive influence of job satisfaction, organizational commitment, and organizational citizenship behavior and lessen the influence of negative word of mouth and quitting intention.

Thus, this contribution of human resource and their management practices to the overall achievement of the organizational productivity in changing the Benue state public sector environment will produce attraction and retention of innovative, knowledgeable, talented and committed workforce.

5.2 Recommendations

In relation to findings of this study and in light of the above conclusions, the study now recommends among others that;

1. There is need to improve upon the level of employee productivity through improving the human resource management practices, by developing a fair and objective human resource development system that integrates staff welfare right from recruitment and selection process.
2. Improving quality of man power development through increasing programme and courses that integrates staff concern, that is where staff are allowed to also be involved in programme development of courses that would easily benefit from.
3. Equal opportunities should be provided for staff in terms of career development appraisal should be implemented fairly and objectively, and then promotion opportunities should be distributed fairly and offered to more productive and competent staff.

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