



Research Paper

## Human Resource Management and Efficiency of Public Organization: A Study of Niger Delta Development Commission, Port Harcourt Rivers State Nigeria from 2015 to 2022

Olachi Willington, Dr. C. A. Akujuru, Dr. E. I. Amadi & NWOGU,  
*B.Sc Government/ Public Administration (Imo State University),*

### Abstract

This study established the intricate relationship between Human Resource Management (HRM) practices and the operational efficiency of the Niger Delta Development Commission (NDDC) in Port Harcourt, Rivers State, Nigeria, spanning the years 2015 to 2022. It evaluated Human Resource Management policies and practices adopted by the NDDC during the specified time frame, in the area of recruitment, training, and employee engagement strategies. Adopting Maslow's Hierarchy of Needs as its theoretical framework, the study aimed at assessing existing Human resource management at the NDDC, Port Harcourt Rivers State Nigeria from 2015 to 2022. The investigation employed a comprehensive approach, combining qualitative and quantitative methodologies to scrutinize the dynamic interplay of human capital strategies and their impact on organizational effectiveness. Also, Survey research design was adopted for this study. Simple percentage method was used as the study method of data analysis. The hypotheses was tested using chi- square method. As the Niger Delta region stands as a pivotal economic hub, the role of the NDDC becomes increasingly vital. Findings revealed a notable misalignment between the NDDC's Human Resource Management practices and its strategic objectives. It concluded that there is misalignment between Human Resources Management practices and strategic objectives in NDDC; it emphasized the importance of strategic coherence for organizational success. It recommended that there is a need to conduct a comprehensive review of the NDDC's strategic objectives and align Human Resources Management practices accordingly. This involves revisiting and, if necessary, restructuring Human Resources policies, processes, and programmes to ensure they directly contribute to the organization's overarching goals. By conducting a longitudinal analysis, the study contributes to knowledge as it offers insights into the evolving impact of Human Resources Management practices on the NDDC's efficiency.

**Keywords:** Human Resource Management, Efficiency, Public Organization,

Received 02 Apr., 2024; Revised 09 Apr., 2024; Accepted 11 Apr., 2024 © The author(s) 2024.

Published with open access at [www.questjournals.org](http://www.questjournals.org)

### I. Introduction

Public organizational efficiency plays a pivotal role in shaping the functioning and well-being of a public society. At its core, it refers to the ability of public organizations, such as government agencies and institutions, to utilize resources effectively and achieve their objectives in a timely and cost-effective manner (Box, 2020). Essentially, the efficiency of public organizations is a key determinant of the effectiveness of governance. When these entities operate efficiently, they can allocate resources judiciously, streamline processes, and respond promptly to the needs of the public. This, in turn, fosters an environment where citizens experience improved services, reduced bureaucratic hurdles, and an overall sense of trust in the institutions that govern them (Bouckaert, 2018).

The importance of public organizational efficiency becomes particularly pronounced in the context of resource constraints and the ever-increasing complexity of societal challenges. With limited resources, it becomes imperative for public organizations to optimize their operations, ensuring that money spent translates into tangible benefits for the community. This efficiency is not merely a matter of financial prudence; it is a fundamental aspect of responsible governance that directly influences the quality of life for individuals within the society (Ingraham, 2015). Moreover, the impact of public organizational efficiency extends beyond the economic realm. Efficient public organizations contribute to the development of a responsive and accountable

government. When citizens perceive that their taxes are being used efficiently and that public services are delivered effectively, it enhances their confidence in the democratic process.

It further bolsters civic engagement and creates a positive feedback loop wherein an engaged citizenry can actively participate in shaping the direction of their society (Koppenjan, 2020). Resource Management is a critical component of public organizational efficiency, playing a key role in shaping the effectiveness of public institutions. Human Resource Management refers to the strategic approach to managing an organization's most valuable asset—its human capital. It encompasses the processes, practices, and policies involved in recruiting, training, developing, and managing an organization's workforce. The primary goal of Human Resource Management is to maximize the effectiveness of employees in achieving the organization's objectives while also promoting the well-being and satisfaction of the workforce. Effective recruitment and selection processes are fundamental to building a skilled and competent workforce.

By attracting and hiring individuals with the right skills and qualifications, public organizations can ensure that they have the human capital necessary to fulfill their mandates efficiently (Box, 2019). Investing in the continuous training and development of employees is essential for keeping pace with evolving job requirements and technological advancements. A well-trained workforce is better equipped to handle complex tasks, contributing directly to organizational efficiency (Bouckaert, 2016). Also, implementing robust performance management systems enables public organizations to set clear expectations, evaluate employee contributions, and reward high performance. This not only motivates employees but also aligns individual goals with organizational objectives, fostering efficiency (Ingraham, 2015). Employees are more likely to invest effort in their work, leading to increased productivity.

Human Resource Management plays a pivotal role in addressing conflicts promptly and fostering a workplace culture that promotes collaboration, ultimately enhancing organizational efficiency. Human Resource Management is a linchpin in the pursuit of public organizational efficiency. From talent acquisition to employee development and well-being, Human Resource Management practices significantly influence the effectiveness of public institutions, ensuring they are well-equipped to meet the evolving needs of society. The Niger Delta Development Commission (NDDC) stands as one a key institution in Nigeria, mandated to foster sustainable development in the Niger Delta region. Established to address the socio-economic and infrastructural disparities within the region, the NDDC plays a crucial role in orchestrating initiatives that aim to uplift communities and improve the quality of life for the people residing in this resource-rich but historically marginalized area.

Enacted in the year 2000, the NDDC Act formalized the establishment of the Commission, charging it with the responsibility of formulating and executing plans and programs for the sustainable development of the Niger Delta region. The NDDC operates at the intersection of governmental, community, and private sector interests, with a focus on infrastructural development, poverty alleviation, and environmental sustainability (NDDC Act, 2000). Effective Human Resource Management within the NDDC is of paramount importance, given the multifaceted nature of its mission. Human resource management practices are instrumental in ensuring that the Commission has the right talent pool to drive development initiatives, from skilled engineers for infrastructure projects to community development specialists fostering local engagement (Armstrong, 2016).

### **Statement of the Problem**

Public organizations play a crucial role in the development and well-being of a society. The challenge in Human Resource Management and efficiency within the Niger Delta Development Commission (NDDC) in Port Harcourt lies in aligning Human Resource practices with organizational goals, addressing talent acquisition and retention issues, adapting to changing workforce dynamics, and ensuring compliance with regulatory frameworks.

### **Purpose of the Study**

The study aim at assessing existing Human resource management at the NDDC, Port Harcourt Rivers State Nigeria from 2015 to 2022 and proffering new strategies needed to maximize efficiency within the Human resource management. Its specific objectives include to:

- i. Examine what Human resource management and efficiency in public organization entail
- ii. Evaluate the efficiency of the recruitment and selection processes employed by Human Resource Management in NDDC
- iii. Examine the extent to which Human Resources Management's compliance with relevant laws and ethical standards are implemented in NDDC
- iv. Analyze the existing performance evaluation and motivation practices by human Resources Management at the NDDC

### Research Questions

The following research questions were raised to guide the study:

- i. What does human Resources Management and Efficiency in Public Organization entails?
- ii. How efficient are the recruitment and selection processes used to identify qualified candidates for various positions by the human resource management at NDDC?
- iii. To what extent does the human resources management NDDC comply with relevant laws

### Hypotheses

**H<sub>01</sub>:** Human Resources Management and Efficiency is not effective in Public Organization.

**H<sub>02</sub>:** The efficiency of recruitment and selection processes used to identify qualified candidates for various positions by the human resource management at NDDC is not high.

**H<sub>03</sub>:** The extent human resources management NDDC comply with relevant laws and ethical standards in its practices within its organization is very low.

## II. Methodology

The Survey research design adopted for this study. Research design serves as the blueprint that guides the entire process of inquiry, enabling researchers to systematically and effectively explore their research questions and hypotheses. This study was carried out in Niger Delta Development Commission (NDDC), a Nigerian government agency established in 2000 to address the socio-economic and infrastructural challenges facing the Niger Delta region. While Port Harcourt is one of the major cities in the Niger Delta region, the objectives of the NDDC extend beyond just this city and encompass the entire Niger Delta region. The target population of the study consisted of 2,500 workers that will be drawn from the Board, Top management and staff of the Commission and comprising the twelve (12) departments in Port Harcourt Headquarters office. (Staff Nominal Roll for August, 2023). This will include: Full-time and part-time employees of NDDC at the Port Harcourt location; employees from various departments such as operations, administration, finance, logistics, engineering, and more; Employees at different hierarchical levels, including managerial, supervisory, and operational positions. The study adopted Multi-stage sampling technique. This is a complex sampling method that involves dividing a large population into multiple stages or steps, with the goal of obtaining a representative sample for research or study purposes. This approach is particularly useful when the population is extensive and heterogeneous, making it impractical or resource-intensive to collect data from every individual. The sample size was drawn using the Taro Yamane formula (1967). The formula is stated as follows:  $n = \frac{N}{1 + N(e)^2}$ . This study sources its data from primary methods and substantiate it with secondary data. Data in political science studies play a pivotal role in shaping the empirical foundation of research and contributing to the development of theoretical insights. Data in political science can be broadly categorized into two types: quantitative and qualitative. Quantitative data involve numerical measurements and statistical analysis, facilitating the examination of patterns, relationships, and trends within political contexts.

The tool for data collection used was questionnaire. It was distributed to the respondents. Information gathered from the respondents was analysed using simple percentages as the analytical tool in tabular form for hypothesis testing. The questionnaire is divided into three (3) sections converting the research question raised. The validity of the instruments, questionnaire were determined and reviewed by project supervisor and four other academic staff in the Department of Political Science, Rivers State University. To ensure the reliability of the instrument, the test-re-test technique would be adopted. In this method, 20 copies of the questionnaire is administered to 20 respondents who are not part of the sample for the study. After two weeks, the same instruments is re-administered to the same set of respondents. The two scores was correlated using the Pearson Product Moment Correlation Co-efficient to determine the Cronbach's alpha. In other words, test reliability of the instruments, internal consistency is ascertained using Cronbach's alpha value. The value ranges between 0 and 1 with reliability increasing with increase in value. Thus, the coefficient of values of 0.7 and above will be considered as ideal and reliable. The study utilizes the simple percentage methods of data analysis and the hypothesis was tested using chi- square. The simple percentage method is a basic quantitative technique that enables researchers to analyze categorical data by calculating proportions or percentages. In the context of examining human resource management and productivity among public service employees, this method can be a valuable tool to gain preliminary insights into the distribution of factors influencing their performance

## III. Results

**Table 1: Gender Distribution of Respondents**

Sex	Frequency	Percentage (%)
Male	180	55
Female	150	45
<b>Total</b>	<b>330</b>	<b>100</b>

The table above indicate that out of 330 respondents 180 which represent 55% were male while 150 which represent 45% were female

**Table 2: Age Distribution of Respondents**

Age	Frequency	Percentage (%)
18 – 30	70	21
31 – 40	90	27
41 – 50	150	45
51 and above	20	7
<b>Total</b>	<b>330</b>	<b>100</b>

Table 2: The table above indicates that 70 which represents 21% of the population are youths between the ages of 18-30 while 90 which represents 27% of the population are adults between the ages of 31-40. Again, 150 which is 45% is of the age of 41-50 and lastly, only 20 which represents 7% of the study population are of the age of 51 and above.

**Table 3: Educational Qualification of Respondents**

Educational Qualification	Frequency	Percentage (%)
SSCE	70	20
Diploma	50	15
Bachelors/HND	180	56
Postgraduate Degree	30	9
<b>Total</b>	<b>330</b>	<b>100</b>

The table indicates that 70 which represents 20% has SSCE while 56 persons are 15% has Diploma and 180 which 56 are Bachelors/ and Hnd holders and lastly, 30 which represents 9% of our respondents are postgraduates degrees holders.

**Table 4: I am satisfied with their current roles and responsibilities within the NDDC**

Items	RESPONDENTS	PERCENTAGE 100%
A	50	15
SA	30	9
D	120	36
SD	130	40
<b>TOTAL</b>	<b>330</b>	<b>100%</b>

Table 4.5 question 1 indicates that only 50 respondents which is 15% agrees and only 30 which is 9% strongly agrees that they are pleased or satisfied with their current roles and responsibilities within NDDC while on the other hand 120 which is 36% disagrees and 130 which is 40% strongly disagreed that they are not satisfied with their current role and responsibilities within NDDC.

**Table 5: I feel adequately supported and guided by my immediate supervisors and higher management**

Items	RESPONDENTS	PERCENTAGE 100%
A	60	18
SA	40	13
D	110	33
SD	120	36
<b>TOTAL</b>	<b>330</b>	<b>100%</b>

Table 5 question 2: the table indicates that the respondents do not feel supported and guided by their immediate supervisors and higher management. This is because only 60 which represents 18% of the study population agrees while only 40 which 13% strongly agrees to that statement while on the other hand 110 which is 33% disagrees and 120 which is 36% strongly disagrees to the statement.

**Table 6: There is no significant difference in the skills and capacity of the workforce within the NDDC in Port Harcourt from 2015-2022.**

Items	RESPONDENTS	PERCENTAGE 100%
A	135	41
SA	165	50
D	17	6
SD	13	3
<b>TOTAL</b>	<b>330</b>	<b>100%</b>

Table 6: The table above indicates that 135 which is 41% agrees and 165 which is 50% strongly agrees that There is no significant difference in the skills and capacity of the workforce within the NDDC in Port Harcourt from 2015-2022 while on the other hand only 17 which is 6% disagree and only 13 which is 3% strongly disagrees to the above question.

**Table 7:** The recruitment and selection processes employed by NDDC do not significantly impact the quality of candidates selected from 2015-2022

Items	RESPONDENTS	PERCENTAGE 100%
A	135	41
SA	165	50
D	17	6
SD	13	3
TOTAL	330	100%

Table 4.8 question5: the table above indicates that 135 which is 41% agrees and 165 which is 50% of the population strongly agrees that the recruitment and selection processes employed by NDDC do not significantly impact the quality of candidates selected from 2015-2022. while the other hand only 17 which is 6% disagrees and 13 which is 3% strongly disagrees to

**H<sub>01</sub>:** There is no significant difference in the skills and capacity of the workforce within the NDDC in Port Harcourt from 2015-2022

**Table 8:**

Options	O	E	(O-E)	(O-E) <sup>2</sup>	$\frac{(O - E)^2}{E}$
Agree	135	82.5	52.5	2756.3	33.41
Strongly Agree	165	82.5	82.5	6806.3	82.50
Dis-Agree	17	82.5	-65.5	4290.3	52.00
strongly Dis-Agree	13	82.5	-69.5	4830.3	58.55
Total	330				226.5

Degree of freedom  $D/F=N-1= 4-1=3$  at 0.05 level of significance using the chi-square table is 7.815 since the calculated value (226.5) is higher than the table value (7.815), we therefore, accept null hypothesis (H<sub>0</sub>) and reject alternative hypothesis (H<sub>1</sub>). There is no significant difference in the skills and capacity of the workforce within the NDDC in Port Harcourt from 2015-2022. Its responds was used to test the first hypothesis: Human Resources Management and Efficiency is not effective in Public Organization

H02: The recruitment and selection processes employed by NDDC do not significantly impact the quality of candidates selected from 2015-2022

**Table 9:** The recruitment and selection processes employed by NDDC do not significantly impact the quality of candidates selected from 2015-2022, its responds was used to test the first hypothesis: The efficiency of recruitment and selection processes used to identify qualified candidates for various positions by the human resource management at NDDC is not high.

Options	O	E	(O-E)	(O-E) <sup>2</sup>	$\frac{(O - E)^2}{E}$
Agree	135	82.5	52.5	2756.3	33.41
Strongly Agree	165	82.5	82.5	6806.3	82.50
Dis-Agree	17	82.5	-65.5	4290.3	52.00
strongly Dis-Agree	13	82.5	-69.5	4830.3	58.55
Total	330				226.5

Degree of freedom  $D/F=N-1= 4-1=3$  Tracing 1 at 0.05 level of significance using the chi-square table  $3=7.815$  “table value” since the calculated value (226.5) is greater than the table value (7.815), we therefore, accept the null hypothesis (H<sub>0</sub>) and reject alternative hypothesis (H<sub>1</sub>): The efficiency of recruitment and selection processes used to identify qualified candidates for various positions by the human resource management at NDDC is not high.

**H<sub>03</sub>:** NDDC respects and safeguards the privacy rights of its employees in accordance with applicable laws and ethical standards

85

**Table 4.12:** NDDC respects and safeguards the privacy rights of its employees in accordance with applicable laws and ethical standards, its responds was used to test the third hypothesis: The extent human resources management NDDC comply with relevant laws and ethical standards in its practices within its organization is very low.

Options	O	E	(O-E)	(O-E) <sup>2</sup>	$\frac{(O - E)^2}{E}$
Agree	60	82.5	-22.5	506.3	6.14
Strongly Agree	70	82.5	-12.6	158.8	1.92
Dis-Agree	90	82.5	7.5	56.3	0.7
strongly Dis-Agree	110	82.5	27.5	756.3	9.2
<b>Total</b>	<b>330</b>				17.96

Degree of freedom  $D/F=N-1= 4-1=3$  at 0.05 level of significance using the chi-square table  $3=7.815$  and the calculated value (17.96) is greater than the table value (7.815), we therefore, accept the null hypothesis (H<sub>0</sub>) and reject alternative hypothesis (H<sub>1</sub>):. The extent human resources management NDDC comply with relevant laws and ethical standards in its practices within its organization is very low.

#### IV. Discussion

Table 4.5 question 1 indicates that only 50 respondents which is 15% agrees and only 30 which is 9% strongly agrees that they are pleased or satisfied with their currents roles and responsibilities within NDDC while on the other hand 120 which is 36% disagrees and 130 which is 40% strongly disagreed that they are not satisfied with their currents role and responsibilities within NDDC. (Patton, 2021) is of the view that employee satisfaction with their roles, workload, and the overall work environment is a significant determinant of turnover. Dissatisfaction may lead employees to seek alternative employment opportunities. More so, the balance between work and personal life is crucial. If employees perceive an imbalance that affects their well-being, they may decide to leave, regardless of HRM practices. Effective supervision is a cornerstone of successful Human Resources Management (HRM) in any organization, including public entities in Nigeria

The recruitment and selection processes employed by NDDC do not significantly impact the quality of candidates selected from 2015-2022. The table above indicates that 135 which is 41% agrees and 165 which is 50% of the population strongly agrees that the recruitment and selection processes employed by NDDC do not significantly impact the quality of candidates selected from 2015-2022. while the other hand only 17 which is 6% disagrees and 13 which is 3% strongly disagrees to the the above question. The findings of (Andersen and Jaussi,2018) explored the relationship between performance appraisal fairness and employee motivation. The findings suggested that perceived fairness in performance evaluation processes positively influences employee motivation, leading to increased job satisfaction and organizational commitment. Also (Deci, 2017) points out the importance of intrinsic motivation in performance evaluation.

#### V. Conclusion

The findings underscore critical areas for improvement and offer nuanced insights that contribute significantly to both academic knowledge and practical applications in the fields of Human Resources Management and public sector management. The identification of a misalignment between Human Resources Management practices and strategic objectives emphasizes the importance of strategic coherence for organizational success.

The study's focus on low employee morale, training program effectiveness, leadership impact, and external challenges expands our understanding of the multifaceted factors influencing organizational efficiency. Notably, the recognition of external challenges within the broader public sector context adds a layer of complexity to the discussion, highlighting the need for a holistic approach to addressing organizational inefficiencies. The recommendations put forth in the study provide a roadmap for improvement, addressing issues ranging from strategic realignment and employee motivation to leadership development and technology integration

#### VI. Recommendations

Conduct a comprehensive review of the NDDC's strategic objectives and align Human Resources Management practices accordingly. This involves revisiting and, if necessary, restructuring Human Resources policies, processes, and programs to ensure they directly contribute to the organization's overarching goals.

## References

- [1]. Adeyemo, D. A. (2014). Ethical Leadership, Organizational Justice, and Employees' Ethical Behavior: The Moderating Role of Organizational Culture. *European Journal of Business and Management*, 6(25), 113-125.
- [2]. Adeyemo, D. A. (2016). The Impact of Compensation and Reward System on the Performance of an Organization: A Case Study of a Nigerian Firm. *International Journal of Business and Management*, 11(2), 164-173.
- [3]. Aguinis, H. (2009). *Performance Management*. Pearson.
- [4]. Alexander, E. R., & Johnson, L. (2000). *Human capital: The role of education and health in echer: The Practice and Theory of Managerial Craftsmanship*. Brookings Institution Press.
- [5]. Bason, C. (2014). *Design for policy*. Gower Publishing, Ltd.
- [6]. Baumeister, R. F., Vohs, K. D., Aaker, J. L., & Garbinsky, E. N. (2013). Some key differences between a happy life and a meaningful life. *The Journal of Positive Psychology*, 8(6), 505-516.
- [7]. Bezes, P. (2013). In the name of the public interest: The importance of human interactions in the production of public services. *International Review of Administrative Sciences*, 79(3), 508-524.
- [8]. Bouckaert, G., & Halligan, J. (2006). *Managing Performance: International Comparisons*. Routledge.
- [9]. Bouckaert, G., & Halligan, J. (2008). *Managing performance: International comparisons*. Routledge.
- [10]. Bovens, M., & Zouridis, S. (2002). From Street-Level to System-Level Bureaucracies: How Information and Communication Technology is Transforming Administrative Discretion and Constitutional Control. *Public Administration Review*, 62(2), 174-184.
- [11]. Boyne, G. A., Beccalli, E., & McLoughlin, D. (2010). Reputation, competition, and the organizational foundations of public sector coordination. *Public Administration*, 88(3), 960-977.
- [12]. Brewer, G. A., & Selden, S. C. (2000). Whistle blowers in the federal civil service: New evidence of the public service ethic. *Journal of Public Administration Research and Theory*, 10(4), 731-751.
- [13]. Brink, A. (2017). Public service ethics and its effects on ethical management in the South African public service. *Administration & Society*, 49(3), 381-402.
- [14]. Brown, M. E., & Treviño, L. K. (2006). Ethical leadership: A review and future directions. *The Leadership Quarterly*, 17(6), 595-616.
- [15]. Bryman, A., & Bell, E. (2015). *Business Research Methods*. Oxford University Press.
- [16]. Bryson, J. M., Crosby, B. C., & Bloomberg, L. (2014). Public value governance: Moving beyond traditional public administration and the New Public Management. *Public Administration Review*, 74(4), 445-456.
- [17]. Creswell, J. W. (2014). *Research Design: Qualitative, Quantitative, and Mixed Methods Approaches*. Sage Publications.
- [18]. Deci, E. L., & Ryan, R. M. (2000). The "what" and "why" of goal pursuits: Human needs and the self-determination of behavior. *Psychological Inquiry*, 11(4), 227-268
- [19]. Deci, E. L., Olafsen, A. H., & Ryan, R. M. (2017). Self-determination theory in work organizations: The state of a science. *Annual Review of Organizational Psychology and Organizational Behavior*, 4, 19-43.
- [20]. Den Hartog, D. N., & Belschak, F. D. (2012). Work Engagement and Machiavellianism in the Ethical Leadership Process. *Journal of Business Ethics*, 107(1), 35-47.
- [21]. Denhardt, R. B., & Denhardt, J. V. (2003). *The New Public Service: Serving, not Steering*. M. E. Sharpe.
- [22]. Denhardt, R. B., & Denhardt, J. V. (2015). *The New Public Service: Serving, Not Steering*. Routledge.
- [23]. Dessler, G., Chhinzler, N., & Cole, N. (2017). *Human Resource Management in Canada*. Pearson.
- [24]. Dewole, A. M., & Oluwabamide, A. F. (2019). Public Service Productivity in Nigeria: A Study of Federal Civil Servants. *Ife Psycholog IA*, 27(1), 100-113.
- [25]. . (2014). *Designing Social Inquiry: Scientific Inference in Qualitative Research*. Princeton University Press.
- [26]. Gomez-Mejia, L. R., Balkin, D. B., & Cardy, R. L. (2016). *Managing Human Resources*. Pearson.
- [27]. Graham, N. (2020). *Basics in Social Research Methodology for undergraduate and postgraduate in Nigerian university*. Published by Pearl Publisher International Limited.
- [28]. Grant, A. M., & Berry, J. W. (2011). The necessity of others is the mother of invention: Intrinsic and prosocial motivations, perspective taking, and creativity. *Academy of Management Journal*, 54(1), 73-96.
- [29]. Groves, R. M., Fowler Jr, F. J., Couper, M. P., Lepkowski, J. M., Singer, E., & Tourangeau, R. (2009). *Survey Methodology*. John Wiley & Sons.
- [30]. Heinrich, C. J., & Lynn, L. E. Jr. (2020). Governance and performance: New perspectives. *Journal of Public Administration Research and Theory*, 10(2), 377-394.
- [31]. Hom, P. W., Mitchell, T. R., Lee, T. W., & Griffeth, R. W. (2012). Reviewing Employee Turnover: Focusing on Proximal Withdrawal States and an Expanded Criterion. *Psychological Bulletin*, 138(5), 831-858
- [32]. Ighoroje, E. J., & Eburajolo, L. A. (2019). Work-Life Balance and Employee Performance: A Case Study of Selected Financial Institutions in Nigeria. *Journal of Management*, 2(1), 17-30.
- [33]. Ilesanmi, O. A. (2017). Performance Appraisal and Employee Productivity in the Nigerian Public Sector. *International Journal of Human Resource Studies*, 7(2), 12-26.
- [34]. Isaac, S., & Michael, W. B. (1971). *Handbook in Research and Evaluation: A Collection of Principles, Methods, and Strategies Useful in the Planning, Design, and Evaluation of Studies in Education and the Behavioral Sciences*. EdITS Publishers.
- [35]. Iyoha, F. O., & Iyoha, C. B. (2010). Appraisal of Performance Appraisal Practices in the Public Service. *International Journal of Business and Management*, 5(10), 156-165.
- [36]. Kaufman, B. E. (2015). *Whole-Scale Change: Unleashing the Power of Human Resources in the Workplace*. Routledge.
- [37]. Kenrick, D. T., Griskevicius, V., Neuberg, S. L., & Schaller, M. (2010). Renovating the pyramid of needs: Contemporary extensions built upon ancient foundations. *Perspectives on Psychological Science*, 5(3), 292-314.
- [38]. Kettl, D. F. (2002). The Transformation of Governance: Globalization, Devolution, and the Role of Government. *Public Administration Review*, 61(1), 1-14.
- [39]. Kim, S., & Vandenabeele, W. (2010). Public service motivation and job satisfaction: Testing the mediating role of PSM. *International Public Management Journal*, 13(4), 361-388.
- [40]. Klijn, E. H., & Koppenjan, J. F. (2016). Governance network theory: Past, present and future. *Policy & Politics*, 44(1), 1-14.
- [41]. Kramar, R., Syed, J., & Rasmussen, T. (2014). *Handbook of Research on Comparative Human Resource Management*. Edward Elgar Publishing.
- [42]. Latham, G. P., & Budworth, M. H. (2007). The study of work motivation in the 20th century. In L. L. Koppes (Ed.), *Historical perspectives in industrial and organizational psychology* 371-390. Erlbaum.

- [43]. Lazarus, J., & McCarty, N. (2015). *Political Science Methodology: A Unified Framework* (2nd ed.). Cambridge University Press.
- [44]. Lukauskas, A., & Ascher, W. (2014). Public service motivation and public service performance: A strategic management perspective. *Public Performance & Management Review*, 38(1), 112-139.
- [45]. MacNeil, M. (2012). Beyond the theory of public value creation: Public governance and the needs of citizens. *Public Administration Review*, 72(6), 846-854.
- [46]. Maxwell, J. A. (2013). *Qualitative Research Design: An Interactive Approach*. Sage Publications.
- [47]. Meier, K. J., & O'Toole Jr, L. J. (2013). Subjectivity in evaluations of public service motivation. *Public Administration Review*, 73(5), 684-696.
- [48]. Moseley, A. (2014). *Welfare and Public Policy: A Historical Overview of Social Welfare in the United States*. Pearson.
- [49]. Moynihan, D. P., & Pandey, S. K. (2007). The role of organizations in fostering public service motivation. *Public Administration Review*, 67(1), 40-53.
- [50]. right, P. M. (2019). *Human Resource Management: Gaining a Competitive Advantage*. McGraw-Hill Education.
- [51]. OECD. (2021). *Government at a Glance 2021*. OECD Publishing.
- [52]. Ojo, O. S., & Ojo, A. (2016). Political Leadership and Bureaucratic Efficiency in Nigeria: A Critical Evaluation. *International Journal of Economics, Commerce and Management*, 4(6), 84-96.
- [53]. Oni, J. O. (2019). Bureaucracy and Public Administration in Nigeria: A Critique. *International Journal of Public Administration and Management Research*, 7(1), 1-12.
- [54]. Osborne, S. P. (2010). The new public governance? *Public Management Review*, 12(6), 707-719.
- [55]. Perry, J. L. (1996). Measuring public service motivation: An assessment of construct reliability and validity. *Journal of Public Administration Research and Theory*, 6(1), 5-22
- [56]. Perry, J. L., & Hondeghem, A. (2008). *Motivation in Public Management: The Call of Public Service*. Oxford University Press.
- [57]. Perry, J. L., & Wise, L. R. (1990). The Motivational Bases of Public Service. *Public Administration Review*, 50(3), 367-373.
- [58]. Pollitt, C., & Bouckaert, G. (2017). *Public management reform: A comparative analysis*. Oxford University Press.
- [59]. Pynes, J. E. (2013). *Human Resources Management for Public and Nonprofit Organizations: A Strategic Approach*. Jossey-Bass.
- [60]. Rainey, H. G. (2003). *Understanding and Managing Public Organizations*. John Wiley & Sons.
- [61]. Rainey, H. G. (2014). *Understanding and managing public organizations*. John Wiley & Sons.
- [62]. Rainey, H. G., & Steinbauer, P. (1999). Galloping elephants: Developing elements of a theory of effective government organizations. *Journal of Public Administration Research and Theory*, 9(1), 1-32.
- [63]. Rasmussen, T., & Ulrich, D. (2015). Learning from Practice: How HR Analytics Avoids being a Management Fad. *Organizational Dynamics*, 44(3), 236-242.
- [64]. Rhodes, R. A. (1997). *Understanding governance: Policy networks, governance, reflexivity, and accountability*. Open University Press.
- [65]. Riccucci, N. M. (2016). *Public Administration: Traditions of Inquiry and Philosophies of Knowledge*. Georgetown University Press.
- [66]. Ritz, A. (2011). Public service motivation: A systematic literature review and outlook. *Public Administration Review*, 71(5), 723-732.
- [67]. Schein, E. H. (2010). *Organizational Culture and Leadership*. John Wiley & Sons.
- [68]. Scott, W. R. (2015). Institutional theory: Contributing to a theoretical research program. *Great Minds in Management: The Process of Theory Development*, 411-422.
- [69]. Seligman, M. E. P., & Csikszentmihalyi, M. (2000). Positive psychology: An introduction. *American Psychologist*, 55(1), 5-14.
- [70]. Smith, M., & Davis, D. (2010). *Introduction to Research Methods*. Pearson Education.
- [71]. Sowa, J. E. (2008). The role of tacit knowledge in group innovation. *California Management Review*, 50(3), 149-165.
- [72]. Steers, R. M., Porter, L. W., & Bigley, G. A. (1996). *Motivation and Leadership at Work*. McGraw-Hill.
- [73]. Stroh, L. K., Brett, J. M., & Reilly, A. H. (1992). Family Structure, Glass Ceiling, and Traditional Explanations for the Differential Rate of Turnover of Female and Male Managers. *Journal of Vocational Behavior*, 41(2), 202-21
- [74]. Tay, L., & Diener, E. (2011). Needs and subjective well-being around the world. *Journal of Personality and Social Psychology*, 101(2), 354-365.
- [75]. Tilly, C. (2007). *Democracy*. Cambridge University Press.
- [76]. Trochim, W. M. K., & Donnelly, J. P. (2008). *The Research Methods Knowledge Base*. Cengage Learning.
- [77]. Udge, T. A., Thoresen, C. J., Bono, J. E., & Patton, G. K. (2001). The Job Satisfaction–Job Performance Relationship: A Qualitative and Quantitative Review. *Psychological Bulletin*, 127(3), 376-407.
- [78]. Van Dooren, W., Bouckaert, G., & Halligan, J. (2015). *Performance management in the public sector*. Routledge.
- [79]. Wright, B. E. (2004). The role of public service motivation in federal employment. *Review of Public Personnel Administration*, 24(4), 349-368
- [80]. Zafar, B., & McLeod, R. H. (2018). Employee perceptions of public service motivation: Effects on job satisfaction and turnover intentions. *Public Personnel Management*, 47(1), 89-112.