

Effective Human Resource Management on Productivity in Public Enterprises in Rivers State, Nigeria: A comparative analysis of human resource practices and performance outcomes.

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Abstract

The study examining the effect of effective human resource management on productivity in public enterprises in Rivers State, Nigeria: A comparative analysis of human resource practices and performance outcomes. The specific objectives were to: examine the effect of training and development programs on productivity in public enterprises, investigate compensation and benefits on productivity in public enterprises, and assess the effect of performance appraisal on productivity in public enterprises. The area of study focused on 4 selected ministries in public enterprises in Rivers State, Nigeria made up of: Ministry of Budget and Economic Planning; Ministry of Employment Generation and Empowerment; Ministry of Housing, and Ministry of Social welfare and Rehabilitation. The sample size of 206. The study used the survey approach. A total of three hundred and one (301) copies of the questionnaire were distributed to the staff of the selected Ministries. A total of two hundred and fifty (250) copies were retrieved from the respondents, out of two hundred and six (206) 82% copies were properly filled and found usable for the study. While forty-four (44) 21.3% copies were not properly filled. Instrument used for data collection was the questionnaire and interviews. Pearson correlation coefficient, and multiple regression analysis were used to test the hypotheses, to determine the nature, and strength of the research variables. The findings indicated that training and development programs has positive effect on productivity in public enterprises in Rivers State, Nigeria. Compensation and benefits has positive effect on productivity in public enterprises in Rivers State, Nigeria. Performance appraisal has positive effect on productivity in public enterprises in Rivers State. The study concluded that employee training and development programs, compensation and benefits, performance appraisal has positive effect on productivity in public enterprises in Rivers State, Nigeria. The study recommended that Public enterprises should prioritize training and development programs to enhance employee skills and knowledge. Public enterprises should regularly review and adjust compensation and benefits packages to ensure they remain competitive and aligned with industry standards. Public enterprises should use a standardized evaluation criteria and process to ensure consistency and equity.

Keywords: Human resource management, Training and development programs, Employee compensation and benefits, Performance appraisal, Public enterprise, Productivity.

Introduction

Today, the business environment is undergoing drastic changes, including globalization, the adoption of technology and information systems, market expansion, shifting competition patterns, and rapid global economic growth. To keep pace with growth and development and achieve productivity in public enterprise, organizations must strengthen their organizational capacity with effective human resource management. Effective human resource management (HRM) refers to the strategic and systematic approach to managing an organization's workforce, from recruitment to separation, to achieve organizational goals and objectives. It involves aligning HR practices, with the organization's overall strategy, culture, and values to maximize employee potential, productivity, and engagement. Effective human resource management requires more than a strong HR department; it demands capable team managers collaborating with HR to achieve shared objectives. This collaboration involves strategic planning, effective leadership, and sound business practices. Furthermore, human resource management plays a crucial role in the overall organizational planning process, ensuring that the right number and type of employees are in the right place, at the right time, performing tasks that are economically valuable and satisfy both the organization's needs and the individual's goals. Organizations often maintain their competitive advantage by holding onto resources that other businesses lack. Having the right employees separates highly successful firms from their competitors. The role of human resources in the long-term viability of any business or non-profit making enterprise is enormous and significant. Other resources such as financial, information, or physical are also essential but only human resources are virtually boundless in the potential impact on the organization.

Human Resource management (HRM) is indeed crucial to the success of any organization, they monitor and shape the organization's culture; Oversee talent management processes, including recruitment, training, and development; Ensure a superior work through effective recruitment and selection strategies; Develop and implement market-based compensation plans; Research and implement employee benefits programs to attract and retain top talent; Foster employee participation and engagement to improve service delivery quality; improve employee performance, and productivity. By performing these activities, human resource management plays a vital role in creating a positive work environment, driving employee engagement, and ultimately contributing to the organization's success. Human Resource Management (HRM) is a relatively new approach to managing people in organizations. In this approach, people are considered the key resource. Human resource management is concerned with the people dimension in the management of an organization. Since an organization is comprised of individuals, their acquisition, skills development, motivation to achieve higher levels, and maintaining their commitment are all significant activities. These activities fall within the domain of human resource management.

According to Rouse (2019), public enterprises have played a crucial role in the country's economic development over the past few decades, not only by allowing the government to control key sectors of the economy but also by driving technological advancements. The impact of public enterprises on the country's technological progress has been extensively studied and analyzed in the economics literature. The public enterprise is composed of a variety of government organizations. Government agencies are owned and controlled by the people. The main motive of public enterprise is to render service to general public. Public enterprise involves lot of rules and regulations under the dictate of the government. Public enterprises get their equity from the government. Government maintains a system of law, justice, and social organization. It protects individual rights and freedoms, provides security and stability, and provides direction for the nation. Federal employees work directly for federal agencies and receive their compensation and benefits from the federal government.

State employees work directly for state agencies and receive their compensation and benefits from state governments. Each state has a different number of state agencies. The compensation and benefits given to state employees vary across the states. Local government employees work directly for local units and receive their compensation and benefits from the local governments and taxing districts. The number of local units varies across the states, as do compensation and benefits given to local government employees. Individuals working directly for federal, state, or local units are considered to be government employees. In a democracy, government is owned by all of its citizens, and most of the revenues that support government agencies typically come from taxes.

Effective human resource management (HRM) has become a vital component of organizational success, especially in today's fast-paced globalized and technologically advanced business landscape, where workforce demographics are constantly shifting (Huselid: Wright & McMahan, 2011). As Rouse (2019) aptly put it, an organization's success and progress are directly tied to its ability to fully leverage the talents and potential of its workforce, underscoring the importance of HRM in unlocking employee capabilities and driving business results. This study advocates for investing in human resource management as a necessary prerequisite for enhancing productivity in public enterprises in Rivers State, Nigeria.

Statement of the problem

The problem of inadequate human resource management in public enterprises in Rivers State, Nigeria, resulted in underutilization of employee capabilities, thereby affecting productivity and organizational performance, high employee turnover rates in public enterprises in Rivers State, Nigeria, resulted in significant recruitment and training costs, negatively impacting organizational efficiency, inadequate training and development programs for employees in public enterprises hindered their ability to acquire new skills, leading suboptimal performance and low productivity, inefficient performance management systems in public enterprises failed to accurately evaluate employee performance, leading to inadequate feedback and poor employee development, inadequate compensation and benefits packages in public enterprises failed to attract and retain top talent, leading to skills gap and decreased productivity, poor communication channels and feedback mechanisms in public enterprises in public enterprises led to confusion, mistrust, and low employee morale.

These problems highlight various aspects of human resource management that need improvement in public enterprises, including employee training and development programs, performance appraisal, employee compensation and benefits.

Objective of the Study

The main objective of the study is to examine the effect of effective human resource management on productivity in public enterprises in Rivers State, Nigeria. The specific objectives were to:

1. Examine the effect of training and development programs on productivity in public enterprises in Rivers State, Nigeria.
2. Investigate effect of employee compensation and benefits on productivity in public enterprises in Rivers State, Nigeria.
3. Assess the effect of performance appraisal on productivity in public enterprises in Rivers State, Nigeria.

Research Questions

The following research questions guided the study.

1. What is the effect training and development programs on productivity in public enterprises in Rivers State, Nigeria?
2. What is the effect of employee compensation and benefits on productivity in public enterprises in Rivers State, Nigeria?
3. What is the effect of performance appraisal on productivity in public enterprises in Rivers State, Nigeria?

Research Hypotheses

The following alternative hypotheses guided the study

Ho₁: Training and development programs has no significant positive effect on productivity in public enterprises in Rivers State, Nigeria.

Ho₂: Employee compensation and benefits has no significant positive effect on productivity in public enterprises in Rivers State, Nigeria.

Ho₃: Performance appraisal has no significant positive effect on productivity in public enterprises in Rivers State, Nigeria.

Significance of the Study

The information generated by this study will be useful in many respects.

Public organization: This study will have a transformative impact on public organizations, improving their performance by identifying effective human resource management practices that enhance productivity, efficiency, and service delivery, ultimately leading to better governance, increased citizen satisfaction, and improved public trust.

Enhanced employee development: The study's findings can inform training programs, talent management, and career development initiatives, leading to a more skilled and competent workforce.

Better decision-making: The research provides insights for policy makers and managers to make informed decision about human resource strategies, leading to improved organizational outcomes.

Effective resource allocation: The study's results can help optimize resource allocation, reducing waste and improving the overall efficiency of public enterprises.

Improved public service delivery: This study's findings have significant implications for improved public service delivery, demonstrating that enhancing productivity, public enterprises can better serve citizens, leading to improved healthcare, education, and responsive public sector that enhances the well-being of communities and society as a whole.

Economic growth: The findings of this study will enhanced productivity in public enterprises can contribute to economic development, as these organizations play a critical role in providing essential services and driving economic progress.

The study's findings can serve as a benchmark for other public enterprises, promoting and adoption of best practices in human resource management and productivity enhancement. By investigating the relationship between human resource management and productivity in public enterprises, this study aims to contribute to the development of effective human resource management strategies, ultimately leading to improved organizational performance, employee well-being, and public service delivery.

Conceptual Review

Human Resource Management

Human resource management (HRM) Human resource management has been defined in several ways, it is the field of study that encompasses all activities from finding employees for employment, to their full utilization at work and planning for their retirement. Deleny and Dorty (2020) described human resources as a real tool for effective strategic implementation and management of a country and the acquisition of new skills and knowledge in the workforce, while promoting attitude and behavior change towards performance and effectiveness. Imaga (2020) notes that the human resource management function today has been enhanced due to the increasingly important nature of the problems and challenges in using human resources more effectively. Tessema and Soeters (2020) note that human resource management allows resources to seriously and effectively contribute to the overall direction of the organization and achieve the goals set by the organization. Becker, (2020) argues that human resource management is designed with the purpose of attracting, selecting, training, evaluating, rewarding, rewarding and motivating employees to achieve higher productivity, and at the same time monitoring leadership and organizational culture, ensuring compliance with employment and labor laws. Mathis and Jackson (2020) note that human resource management is viewed as a system of principles, methods, tools, legal norms, rules, criteria, requirements, standards, policies, Training plans and programs are used for the promotion, advancement and effectiveness of human resources. The purpose of achieving success in the organization is consistent with the immediate interests and strategic goals of the organization. Pynes (2019) argues that human resource management is the design of formal systems in an organization to ensure the effective use of knowledge, skills, abilities and other characteristics of employees to achieve the goals set by the organization.

Knezović, Bušatlić & Ridjić (2020) saw human resource management as strategic and coherent approach to the effective and efficient management of people in an organization to help the business enterprise gain a competitive advantage and ensure employees have robust work experiences as they are engaged in organizations. It is deliberately designed to maximize employee performance in service of an employer's strategic objectives. It is defined as a "strategic and coherent approach to the management of an organization's most valued asset, the people who individually and collectively contribute to the achievement of organizational objectives (Knezović, Bušatlić & Ridjić, 2020).

Effective Human Resource Management(HRM) is crucial for productivity in public enterprises, and strategic workforce planning is a key aspect of this. Strategic workforce planning involves aligning human resource plans with organizational objectives to ensure that: 1) The right roles, with the necessary skills and competencies to drive organizational performance. 2) Talent gaps are identified and address proactively, to mitigate risks and seize opportunities.3) HR processes are integrated with business strategy, to drive efficiency, effectiveness, and innovation. 4) Employee development and growth are prioritized, to enhance engagement, retention, and job satisfaction. 5) Diversity, equity, and job inclusion are fostered, to leverage the strengths of a diverse workforce. 6) Succession planning and leadership development are ensured, to build a sustainable leadership pipeline. 7) HR data and analytics are used to inform decision-making, to drive evidence-based HR practices.

Human Resource Management (HRM) Practices:

- 1) Recruitment and Selection: Effective recruitment and selection possesses lead to better employee fit, reduced turnover, and improved performance

- 2) **Training and Development:** Ongoing training and development opportunities enhance employee skills, knowledge, and engagement, leading to improved employee performance, accountability, and goal achievement.
- 3) **Compensation and Benefits:** Competitive compensation and benefit packages attract, retain, and motivate top talent, leading to improved performance and reduced turnover.
- 4) **Employee Engagement:** Positive work environment, recognition, and empowerment lead to increased employee engagement, motivation, and commitment, resulting in improved performance and reduced turnover.

Performance Outcomes:

- 1) Improve productivity and efficiency
- 2) Enhance service delivery and quality
- 3) Increase employee engagement and retention
- 4) Increased employee satisfaction and motivation
- 5) Foster a culture of innovation and continuous improvement
- 6) Better respond to changing citizen needs and expectations
- 7) Strengthen accountability and transparency, build a high-performing and resilient organization.

Comparative Analysis

- 1) **Best –in –Class HRM Practices:** Organizations with effective HRM practices outperform those without in terms of productivity, employee turnover, job satisfaction, customer satisfaction, and financial performance.
- 2) **Industry Benchmarks:** Comparing HRM practices and performance outcomes across industries highlights best practices and areas for improvement.
- 3) **Competitor Analysis:** Analyzing HRM practices and performance outcomes of competitors identifies opportunities to gain a competitive advantage. By adopting effective HRM practices, organizations can improve performance outcomes, gain a competitive advantage, and achieve their goals.

Training and Development Programs

Training is formally defined as a planned effort to improve the performance of the employee in his area of work. In other words, training denotes efforts to increase employee skills in their jobs. For instance, employees might be instructed in new decision making techniques or the capabilities of data processing systems. Development programs are designed to educate employees beyond the requirements of their present positions in order to prepare them for promotions. They also help them get accustomed to the organizational climate. Development is long-term in nature. It helps the employee fit into the organization. Training and development activities include creation, procurement and conduction of training and development programs for employees in order to add value to the organization by developing skills within the workforce, enhancing productivity and the quality of work and improving employee morale and loyalty. The level of training and development, and the volume of resources that should be invested in this activity, will depend on a variety of factors including the level of competition for qualified workers in the industry, the complexity of the work environment, the pace of organizational and technological change and the degree to which new knowledge is required in order for employees to continue to perform their duties and responsibilities. Managers in the training area are responsible for developing training programs, contracting with outside providers for training activities and setting and monitoring budgets. In order to determine the best types of training programs these managers will conduct assessments to determine the optimal design and the best way to deliver the

information to employees. A wide variety of methods for training are now available including classroom presentations, hands-on instruction on the shop floor or in a laboratory, computer programs, training films, Web video-on-demand, or self-paced or self-guided instructional guides.

Employee Compensation and Benefits

Compensation and benefits are crucial functions of human resource management. A rewarding compensation and benefits plan attracts high-performing candidates and helps foster staff motivation, retention and a positive workplace experience. Compensation is the financial value that a team member receives in exchange for their services. This monetary value can include: salaries or wages; bonuses or incentives; commissions; overtime pay; and profit-sharing. On the other hand, benefits include: non-monetary rewards and perks that provide value to employees, such as: health insurance; life insurance; retirement plans (e.g., pensions, 401(k)); paid time off (vacation, sick leave, holidays); employee assistance programs (EAPs); training and development opportunities; flexible work arrangements; wellness programs; stock options or equity.

The compensation and benefits provided to executives in public organizations are often different from the compensation and benefits other employees receive. In the public sector, executives are exempt from civil service protection and serve at the discretion of elected officials. In the nonprofit sector, executives serve at the discretion of the board of directors. Because in both sectors the positions lack security, executives are likely to have negotiated employment contracts that specify the level of compensation and benefits they will receive. Some common benefits found in executive employment contracts are severance protection; moving expenses; health, retirement, and disability insurance; professional association memberships and dues; and paid conference registration and associated expenses such as travel and accommodations. Executives are hired for their professional experience and expertise. They must often make hard choices and unpopular decisions that run counter to the wishes of the policymaking and governing body. Severance protection allows executives to be free to make those decisions without having to worry about their financial situation if they are terminated. Severance protection usually includes a fixed amount of salary and the continuance of insurance benefits for a predetermined period of time. Executives are typically recruited from the national labor market and often relocate to accept a position. Organizations that pay for moving expenses and in some cases provide a housing allowance in jurisdictions where housing is expensive make it easier to attract key executives.

Compensation and benefits packages can vary widely depending on the organization, industry, location, job type. The goal is to create a competitive and attractive package that supports employees' financial, emotional, and professional well-being.

Performance Appraisal

A performance appraisal, also known as a performance evaluation or review, is a systematic process used to assess and evaluate employee's job performance, productivity, and contribution to the organization. It is a crucial tool for managers and HR professional to: evaluate employee performance against established goals, objectives, and standards; provide feedback and coaching to enhance employee growth and development; identify strengths and weaknesses, and set targets for improvement; determine compensation, promotions, and other personal decisions; align employee performance with organizational objectives and strategies; foster open communication and employee engagement; document performance issues and develop plans for improvement. Performance appraisal compares an individual's job performance against standards or objectives developed for the individual's position. The process of performance appraisal involves defining the expectations for employee

performance, measuring, evaluating and recording employee performance against these expectations, and providing the employee with feedback regarding his performance. The major purpose of performance appraisal is to influence employee performance and development in a positive way. When the performance is high, the individual is likely to be rewarded (by a hike in pay or a promotion). If performance is low, some corrective action (such as additional training and development) might be arranged to make the performance meet the desired standards. By conducting regular performance appraisals, organizations can improve employee performance, increase productivity, and drive business success.

Productivity

The term productivity is described as the capacity to deliver certain work-related task in accordance to a specified predetermined standard with accuracy of speed, cost, and completeness (Sultana, Irum, Ahmed, & Mehmood, 2012). Productivity can be thought of as quantity produced and participation rate in a given period of time and with special attention to quality and efficient use of resources (Inyang, 2019). Productivity is a measure of performance or output. The number of sales (of premium and contracts) generated per sales person is known as productivity. Productivity is the key source of economic growth and competitiveness. Ejere, (2021) considers productivity as the measured relationship between the quality (and quantity) of output produced and the amount of resources required for production. Productivity is basically a measure of the performance of an individual, a work unit or an entire organization. He further argues that productivity can be measured in two ways; a link the output of a firm, industry, or economic sector with a single input, such as labor or capital

According to Okereka (2020), productivity is a measure of economic performance that summarizes and reflects the value of output generated by an individual, organization, industry or economic system relative to the value of inputs used to produce them. They argue that organizations around the world have recognized the importance of productivity to their ability to not only compete but survive, moreover, an organization that values productivity will need to invest more in training and development to provide employees with the necessary skills and the ability to create high-quality products and services. Nwachukwu (2021) notes that productivity is a measure of how resources are gathered in an organization and used to achieve defined results produced by achieving the highest level of performance at the cost of resources at least.

Theoretic Framework

Resource-Based Theory Porter's [1980]

The resource-based theory is an organizational strategy that focuses on leveraging internal resources to create a competitive advantage. According to this theory, Competitive advantage is the key concept, and it is achieved when a company possesses resources that are valuable, rare, difficult to imitate, and non-substitutable. The resource-based theory suggests that organizations should utilize their internal resources to gain a competitive edge. In this model, resources play a crucial role in helping companies achieve higher organizational performance and competitive advantage. Through research and evidence, the theory has been refined and redefined. According to Dejmal (2019), resource-based theory recommends that organizations position themselves strategically based on their resources and capabilities, rather than their products and services.

Theoretical Exposition

Training, Development programs and Productivity

Training and development programs are geared towards meeting certain specific needs which includes positively increasing productivity of employees as well as that of the organization

and to further control or avert any potential loss resulting from either human or financial cost associated to employee's turnover (Owens, 2006). Employee training is highly related to productivity (Nelson, Hilary & Michael, 2012) that helps in generating numerous benefits for both the employee and the organization ranging from enhancing employees' knowledge, skills, behaviour and competences that when properly translated into real life work situations will result to an increase in revenue and profitability (Khan, Khan, & Khan, 2011). Asim (2013) opines that there is a linear relationship between employee training, development and productivity (which implies that the higher the level of training received by an employee, the higher is the level of his productivity and vice-versa). This linearity can be displayed through a significant positive change in trained employees' work-related attributes such as knowledge and skills improvement, behavioural modification and higher productivity (Hung, 2010). Thus, signifying the existence of a positive relationship between training and productivity. Satterfield & Hughes (2007) stated that the behaviour and work-related skills of employees are greatly influenced by training which to a large extent positively contributes to employee's productivity. Programs involved in training and development has positive impact on employee knowledge, development of advanced skill and enriching the job, thereby reducing the rate of attrition, increasing job retention and additional value to the workforce (Kaur, 2016). Similarly, Swart and Hughes (2005) asserts that training is a tool used by various organizations to bridge the existing gap in required skills (skill deficit) which is related to employee productivity through enhancing his knowledge, skills and competences on the job. Therefore, lack of training will adversely affect the productivity of an employee, as trained employees are more competent and happier to perform their jobs with enthusiasm and great motivation, thereby making them highly productive while untrained employee feel depressed and demotivated which often makes them less productive which in turn affects organizational productivity, growth and development. Employee training is one of the keys that significantly increases productivity (employee & organizational) that results to putting the organization in a position that is more desirable in meeting and surpassing competition.

Employee Compensation and Benefits and Productivity

Excellent compensation and benefits packages can differentiate a company from other employers in the marketplace. Compensation and benefits can significantly impact productivity in several ways:

Motivated team members: When compensation is below the industry average, employees may find it challenging to keep team members highly motivated. Fair and competitive compensation and benefits can boost employee morale encouraging them to perform at their best and work harder. Besides direct compensation and benefits, such as a workplace gym, prepaid meals, additional paid vacation time or a gift card for achieving a goal, can motivate team members to perform at their best and be more productive.

Job satisfaction: Good compensation and benefits can lead to higher job satisfaction, which can result in increased productivity.

Engagement: Employees who feel valued and rewarded are more likely to be engaged in their work, leading to higher productivity.

Retention: Good compensation and benefits can reduce turnover rates, ensuring that experienced and skilled employees remain with the organization, maintaining productivity levels.

Well-being: Comprehensive benefits, such as health insurance and wellness programs, can improve employees' physical and mental well-being, leading to increased productivity.

Performance Incentives: Bonuses, commissions, or other performance-based incentives can encourage employees to achieve specific goals, boosting productivity.

Recognition: Recognition programs, like employee of the month/year awards, can motivate employees to strive for excellence, increasing productivity.

Work-Life Balance: Benefits like flexible work arrangements, paid time off, and family leave can help employees balance work and personal life, reducing stress and increasing productivity.

Talent Attraction: Competitive compensation and benefits can attract top talent, leading to increased productivity and innovation.

Reduced Absenteeism: Good compensation and benefits can reduce absenteeism, ensuring that employees are present and productive.

Performance Appraisal

Performance Appraisal and productivity: A successful performance assessment and management system is crucial for an organization's human resource management efficacy. It is typically regarded as one of the most critical human resource management responsibilities (Pynes, 2019). These systems include a way to measure and compare individual performance versus standards and an assessment tool that uses the results to make a final determination. First, performance standards are established by defining the tasks that workers are expected to do in their positions. Worker performance is used to develop job criteria. Performance appraisal and productivity are closely linked. Performance appraisal is the process of evaluating an employee's job performance and providing feedback, while productivity refers to the efficiency and effectiveness to an employee in achieving their job goals. Performance appraisal can significantly impact productivity in various ways:

Goal Setting: Performance appraisals help set clear goals and expectations, which can boost productivity by giving employees direction and focus.

Feedback: Regular feedback during performance appraisals can help employees identify areas for improvement, leading to increased productivity.

Motivation: Performance appraisals can motivate employees by recognizing their achievements and providing rewards or incentives, leading to increased productivity.

Skill Development: Performance appraisals can identify skill gaps, leading to training and development opportunities that enhance productivity.

Accountability: Regular performance appraisals can promote accountability, encouraging employees to take ownership of their work and improve productivity.

Job Satisfaction: Fair and constructive performance appraisal can lead to increased job satisfaction, which is linked to higher productivity.

Performance Improvement: Performance appraisals, can lead to performance improvement plans, which can help struggling employees get back on track and improve productivity.

Empirical Review

Oguejiofor, Iyoha, and Ozioko(2023) conducted impact of green human resource management adoption on business educator's job motivation in Nigerian Universities. The study's major goal was to determine how the adoption of green human resource management affects business educators' job motivation in public universities in Delta State. The study was

directed by two research questions, and two hypotheses were developed and tested at the 0.05 level of significance. The research design for the study was correlational survey. 58 lecturers in business education at public universities in Delta State made up the study's population. The complete population was used, hence there was no selection or sampling method. A structured questionnaire with questions based on the research questions was the instrument for collecting the data. While Pearson Product Moment Correlation Coefficient was employed for the hypotheses at 0.05 level of significance, the Mean and Standard Deviation were used to answer the study questions. The findings were summarized, and it was shown that there is a substantial positive association between business educators working in public institutions who are motivated by their jobs and green human resource management of training and remuneration. Based on the results, it was determined that green human resource management, namely in terms of training and remuneration, are significant predictors of employment motivation for business educators in public institutions in Delta state. The statistical implication of this is that business educators working at public universities will be more motivated to do their jobs if there is an increase in green human resource management in terms of training and compensation. In light of the findings, measures are suggested, including the need for Government at all levels to work together to guarantee that business instructors in Nigerian universities receive regular training since this will increase their job satisfaction and involvement in the institutions.

Govand and Nabaz (2021) investigated the impact of human resource management practice on government institutions, particularly in Kurdistan region of Iraq. The study objective was to investigate the impact of human resource management practice on government institutions. The Sample Size selected for this study is 240 respondents. The findings revealed that all hypotheses were rejected except fifth Hypothesis which stated that ‘‘Decentralization is positively associated with organizational performance’’. The study recommends that Decentralized decision making also provide opportunity to reduce employees’ level to contribute their recommendations and suggestions which is avoided. It also aimed at proving recommendations or strategies pertaining to the HRM practices under review that can enhance or improve the performance of the government institutions, particularly in Kurdistan region of Iraq. Thus, it was concluded that decentralization have a positive association with the organizational performance.

Onyoni (2020) explored on human resource management in public –private partnership organizations: A review. Corporate governance and organizational behaviour review. This paper theoretically explores the possible implications of the PPP modality on human resource management (HRM) practice at the organizational level. Thirteen (13) critical propositions are delineated from interpretively intersecting extant knowledge from PPP and HRM strands of literature. A quantitative or mixed methods approach of a longitudinal nature could be very useful to extend the observations made and enable actors to prioritize their focus on high impact PPP realities and on specific HRM practices. In essence, the study analysis suggests a) the high dependence of HRM practice and decision-making on the structural and institutional context, b) the necessity for more agility, characterized by adaptability and dynamism, c) the need for a change management competence profile of practitioners focusing on strategic and integrative strategic skills set in a PPP organization context. The paper advances the propositions as important insights for practitioners and as potent directions for further research.

Goswami, Hamida, Murthy, Gopal and Kumar (2023) examined effective role of human resource management policies within Marketing Organization: The Impact on Business and Marketing Strategy Implementation. The purpose of this study is to examine the effective role

of human resource management (HRM) policies within marketing organizations and their impact on business and marketing strategy implementation. The study used quantitative research design, collecting data through surveys administered to employees and managers within marketing organizations. Data will be analyzed using statistical techniques to identify relationships between HRM policies and business marketing strategy implementation. The findings of the study will provide insights into the impact of HRM practices that are associated with better performance outcomes. The major findings of this study are that HRM policies improve the growth of a business and deliver quality work to the customers by understanding the external and internal affairs. The results of the study also have implications for practitioners, as they provide guidance on how to design and implement effective HRM policies within marketing organizations. Additionally, the study contributed to the broader understanding of the role of HRM in organizational performance.

Tomasz, S., & Justyna, J. (2021) conducted analysis of human resources management process in a Local Government Unit on a selected example. The objective of the conducted research was to make an analysis and qualitative assessment of the process of human resources management in local government units and to show the influence of this process in local government on the efficiency and effectiveness of its functioning. A survey conducted among 60 people. The research methodology that was used in the study is a quantitative method. The findings shows that a critical evaluation of the literature related to the topic of the work, legal provisions, participant observation, and individual case study of the examined public organization. The research showed that local government units improve the recruitment process, carry out periodic assessments and develop an employee development plan, but do not create a coherent process and limit themselves to the obligatory minimum. Therefore, the study recommends that the local government administration must strive to fill job positions with professional, competent and properly prepared employees.

Mebom (2022) explored on effect of human resource policies on employee performance in public Sector organizations': a study of rivers state university of education, Port Harcourt. The objective of the study is to determine the following. The extent to which human resource policies affect employee productivity/output, extent to which human resources polices affect expansion of public enterprises and the extent to which human resources polices affect service delivery of the public enterprise. Four research questions were formulated to provide an answer to the objective of the study alongside and descriptive research design was also adopted. The population of the study is drawn from 1000 staff from Admin and Establishment department and the sample size was obtained through Taro Yamane formula. Simple percentage was used to analyze the research questions while Pearson's Product Moment Correlation (PPMC) was used to test the hypotheses. The theoretical framework that guides this study is the Universalist approach also called best practice to strategic human resource management theory. The study concluded that for employee at Rivers State University of Education to effectively meet their mandates and expand service delivery, tertiary institutions like RSUE must design human resource polices that focus on key areas: effective recruitment and selection processes; training and development programs; performance evaluation; compensation and promotion and working conditions.

Arbab, and Mahdi (2018) conducted human resources management practices and organizational excellence in public organizations. This paper studies the impact of human resources management practices on organizational excellence in Sudanese public organizations. A survey design was adopted for the study. Instrument used for data collection was the questionnaire and interviews. A total of three hundred and fifty two (352) copies of questionnaire were distributed while three hundred and twenty three (323) copies of

questionnaire were returned. Z-test, Pearson correlation coefficient, (F-statistics), and regression analysis were used to test the hypotheses, determine the nature, and strength of the research variables. The descriptive and analytical methods were used. The research community included all employees' in Sudanese public organizations. A random sample of 245 employees was selected to represent the research community. The primary data were collected using a questionnaire. The findings revealed that the dimensions of the human resources management practices including human resources planning, recruitment and selection, training and development, wages and salaries, incentives and benefits, performance assessment have significant impact on organizational excellence in Sudanese public sector organizations. Consequently, the study concludes that human resources management practices adopted in using Freund and William's formula at 3 percent error margin. The findings indicated that hiring skilled employees has positive effect on the waste reduction in the public Sector in South East, Nigeria with $Z(95, n= 323) = 4.198, p>0.05$, employee remuneration has positive effect on the level of output in public sector in South East, Nigeria with $Z(95, n= 323) = 4.369, p>0.05$ and employee maintenance has positive effect on the cost effectiveness in the public Sector with $Z(95, n= 323) = 3.970, p>0.05$. The study concluded that hiring skilled employees, employee remuneration and employee maintenance has positive effect on waste reduction, the level of output and cost effectiveness in the public sector. The study recommended that Hiring of skilled employees should base on job qualifications needed at the moment.

Hussainat and Dauda (2020) examined Impact of human capital development on employee productivity in Nigeria. The paper was to examine the impact of human capital development on employees' productivity in Nigeria. Descriptive method was adopted, only a part of the population was studied and findings from this are expected to be generalized to the entire population. The sample size for the total population used for this study is seventy-five (75) Out of total population of one hundred and thirty-five (135) as the size which shall be selected using simple random selection technique in form of hat drawn method. the study conclude that the authority should come up with some operative plans particularly in advancing the various characteristics of human capital as not only does it direct firms to attain greater performance but also it safeguards firms to persist inexpensive for their long-term existence. Therefore, it was recommended that the management should make sure that, the policies of the business and it corporate strategies should be well communicated to its employee to get understanding of it in order to have a corporate goal and achievement for the organization, by given or stating polices and strategies that are not too rigid.

Agullah (2021) explored an assessment of the effect of human capital development on employee performance: A Study of Kaduna State Media Corporation. This paper seeks to examine human capital development as a means of increasing productivity in Kaduna State Media Corporation (KSMC). Hence, the main objective of this study is to examine human capital development as a means of increasing productivity in KSMC. Human capital development is mandatory in collaboration with other resources in achieving organizational goals and objectives. In spite of this, human capital development is very insignificant in KSMC. In line with the objectives of the study, literature were reviewed in accordance with the objective of this research. The survey research was used as the research design, hence questionnaire constitute the main instrument of data collection. The research indicates that human capital development in KSMC aid staff productivity as well as helps to bring various talents into single umbrella objective as well as a very good tool for strategic integration, higher commitment and flexibility of work. Human capital development is constrained with issues arising from improper funding as well as mismanagement of funds for human capital development. Hence the following recommendations were made among others that there

should be staff training and development to enhance effective human capital development as it is critical to ensuring the actualization of organizational goals.

Ofodeme, Ezeanolue and Nwakoby (2019) examined effect of human resource development on organization productivity: A Study of Selected Manufacturing Firms in Anambra State, Nigeria. This study examines the effect of human resource development on organization productivity: A study of selected manufacturing firms in Anambra State. The model's estimates were estimated via multiple econometric model of the ordinary least square to ascertain the effect of Learning and Education (L&E), Experience and Expertise (E&E) and Innovation and Creativity (I&C) on organization productivity of selected manufacturing firms in Anambra State. The results show that Learning and Education (L&E), Experience and Expertise (E&E) and Innovation and Creativity (I&C) have significant impact on productivity of selected manufacturing firms in Anambra State. This study therefore recommends that: Manufacturing firms should strive to employ competent employees in order to improve their productivity. Employees that have developed expertise from experience should be retained and encouraged by firms because they are source of improving productivity. Manufacturing firms should invest in human resource development to produce innovative and Creative (I&C) employees for the organizations. Manufacturing firms should encourage and include Learning and Education (L&E), Experience and Expertise (E&E) and Innovation and Creativity (I&C) in their budget because they have been found to significantly impact on productivity of manufacturing firms.

Mesigo, Okeke, and Okeke (2022) investigated Green Human Resource Planning and Organizational Sustainability of Manufacturing Firms in Anambra State. The objectives of the study are as follows to: Determine the co-relationship effect between green performance management/ appraisal and pro-environmental/ecofriendly practices of manufacturing firms in Anambra State. Identify the co-relationship effect between green culture policies and pro-environmental/eco-friendly practices of manufacturing firms in Anambra State. Percentage table and ANOVA were used for the analysis in the study. Questionnaire was used to collect data from the workers as it concerns green human resource planning. The population of the study was 5,625 of the sample manufacturing firm staff, while the sample size is 360 were gotten through the use of krejuie and Morgan (1970) formular. The research adopted proportional allocation technique. From the analyses tested, the study found that; green performance has positive significant effect on pro-environmental and eco-friendly practices of manufacturing firms in Anambra state. Green culture has positive significant effect on pro-environmental and eco-friendly practices of manufacturing firms in Anambra state. The study recommended that Green performance management appraisal should be absorbed in all manufacturing firms in Anambra State Nigeria; as it also showed a high and moderate coefficient which pre-supposes a high influence on the dependent variable (pro-environmental and ecofriendly practices). Management and stake holders of manufacturing firms in Anambra State are advised to accommodate green cultures and practices in order to, Nigeria practices in order to curb carbon footprints, and climate catastrophes etc. and to abolish completely the use of fossils, while embracing New and most reliable technology in their manufacturing process.

Summary of Related Literature Review

In reviewing empirical research related to human resource management and productivity in public enterprises, scholars agree that planning is crucial for productivity, organizational effectiveness, and efficiency. Human resources are vital to any organization, regardless of size, as no business can operate without human involvement. Motivation and compensation also contribute significantly to productivity in the public sector. Human resource

management encompasses various activities, including job analysis, personnel planning, recruitment, orientation and training, wage and salary management, benefits and incentives, performance evaluation, dispute resolution, and communication with employees at all levels. The theoretical framework of the study is anchored in the resource-based theory, which suggests that organizations should leverage their internal resources to gain a competitive advantage.

Gap in Knowledge

After conducting an extensive review of empirical studies, it was observed that most scholars have only touched on specific aspects of human resource management and public enterprise productivity. Previous studies in Sudan, Iraq, and Nigeria have explored the following objectives: investigating the impact of human resource management practices on organizational excellence in Sudanese public organizations; examining the extent to which effective human resource practices can enhance excellence and reduce poor performance in organizations; analyzing the role of human resource planning, recruitment and selection, training and development, wages and salaries, incentives and benefits, and performance assessment in ensuring organizational excellence in Sudan. However, this current study aims to fill the knowledge gap by examining the effect of effective human resource management on productivity in public enterprises in Rivers State, Nigeria: A comparative Analysis of Human Resource Practices and Performance outcomes.

Methodology

The study used the survey approach. The area of study was focused on 4 selected Ministries of the public enterprises in Rivers State, Nigeria, made up of: Ministry of Budget and Economic Planning; Ministry of Employment Generation and Empowerment; Ministry of Housing, and Ministry of Social welfare and Rehabilitation. The population for the study was three hundred and one (301) staff of the selected Ministries. Due to the manageable size of the population, the researcher used the entire population as the sample size for the study. The primary sources of data were personal interviews and administration of questionnaires to the staff of the selected ministries. The instrument is a 5-point Likert scale designed to elicit information on the effect of effective human resource management on productivity. The validity of the instrument was tested using face and content analysis. The research instruments were considered reliable if the reliability coefficient was between 0.7 and 0.8. The results showed that the instrument had a correlation coefficient of 0.8; therefore, the instrument is reliable. Simple percentage analysis was employed to answer the research questions. Multiple regression analysis was conducted to assess the relative predictive power of the independent variables on the dependent variable. The statistical package for social sciences (SPSS) version 21 was employed to test the hypotheses. A total of three hundred and one (301) copies of the questionnaire were distributed to the staff of the selected Ministries. A total of two hundred and fifty (250) copies were retrieved from the respondents, out of two hundred and six (206) copies were properly filled and found usable for the study. While forty-four (44) 21.3% copies were not properly filled. This gives a response rate of 82.4%. Therefore, the analyses presented below were based on the two hundred and six (206) relevant copies.

Presentation of Data relevant to the Research Questions

Table 1 Respondents Views on Effect of Training and Development programs on Productivity

Statements	SA (%)	A (%)	UD (%)	D (%)	SD (%)
Training and development programs enhance productivity	103 (50%)	72 (35%)	6 (3%)	11 (5%)	14 (7%)
Effective employee training and development programs lead to an increase in improved performance and productivity	76 (37%)	87 (42%)	13 (6%)	21 (10%)	9 (4%)
Effective Training and development programs result in an increase in employee retention and a reduction in turnover.	83 (40%)	76 (37%)	11 (5%)	16 (8%)	20 (10%)
Training and development programs provide an opportunity to enhance long-term productivity, leading to sustained improvements in performance, efficiency, and overall organizational success.	92 (44%)	64 (31%)	16 (8%)	20 (10%)	14 (7%)
Effective training and development programs enhance employee skills and knowledge, which in turn improves productivity.	56 (27%)	65 (32%)	25 (12%)	33 (16%)	27 (13%)
Training and development programs boost employee productivity, leading to significant increases in job satisfaction, and overall well-being.	67 (33%)	103 (50%)	13 (6%)	13 (6%)	10 (5%)

Source: Field Survey, 2024.

Table 1above, shows that 50% of the respondents strongly agreed Training and development programs enhance productivity, 35% of the respondents agreed, 3% of the respondents were undecided, 5% of the respondents disagreed while the remaining 7% of the respondents strongly disagreed. Also, 37% of the respondents strongly agreed that Effective employee training and development programs lead to an increase in improved performance and productivity, 42% of the respondents agreed, 6% of the respondents were undecided, 10% of the respondents disagreed while 4% of the respondents strongly disagreed. Also revealed that (40%) of the respondents strongly agreed that Effective training and development programs result in an increase in employee retention and a reduction in turnover, 37% of the respondents agreed, 5% of the respondents were undecided, 8% of the respondents disagreed while 10% of the respondents strongly disagreed.

A higher proportion of the respondents (44%) strongly agreed that Training and development programs provide an opportunity to enhance long-term productivity, leading to sustained improvements in performance, efficiency, and overall organizational success, 31% of the respondents agreed, 8% of the respondents were undecided, 10% of the respondents disagreed while 7% of the respondents strongly disagreed.

The table further revealed that 27% of the respondents strongly agreed Effective training and development programs enhance employee skills and knowledge, which in turn improves productivity, 32% of the respondents agreed, 12% of the respondents were undecided, 16% of the respondents disagreed while the remaining 13% of the respondents strongly disagreed with the assertion. Also, 33% of the respondents strongly agreed Training and development programs boost employee productivity, leading to significant increases in job satisfaction, and overall well-being., 50% of the respondents agreed, 6% of the respondents were undecided, 6% of the respondents disagreed while the remaining 5% strongly disagreed.

Table 2 Respondents Views on Effect of compensation and benefits on Productivity

Statements	SA (%)	A (%)	UD (%)	D (%)	SD (%)
Fair compensation and benefits motivate employees to work harder and strive for excellence.	93 (45%)	48 (23%)	14 (7%)	30 (15%)	21 (10%)
Benefits like wellness programs and flexible work arrangements can increase energy and engagement, leading to higher productivity.	103 (50%)	67 (33%)	12 (6%)	14 (7%)	10 (5%)
Comprehensive benefits like health insurance and retirement plans can reduce stress, leading to increased productivity and better work-life balance.	78 (38%)	74 (36%)	18 (9%)	23 (11%)	13 (6%)
Competitive compensation and benefits packages help retain top talent, reducing turnover and recruitment costs.	67 (33%)	83 (40%)	10 (5%)	20 (10%)	26 (13%)
Competitive compensation and benefits packages financially empower employees, foster job satisfaction, and productivity.	71 (34%)	69 (33%)	17 (8%)	27 (13%)	22 (11%)
Employee compensation and benefits foster a positive work-culture that encourages collaboration and innovation.	59 (29%)	81 (39%)	21 (10%)	23 (11%)	22 (11%)

Source: Field Survey, 2024

Table 2 above indicated that 45% of the respondents strongly agreed that Fair compensation and benefits motivate employees to work harder and strive for excellence, 23% of the respondents agreed, 7% of the respondents were undecided, 15% of the respondents disagreed with 10% of the respondents strongly disagreed. A higher proportion of the respondents (50%) strongly agreed that Benefits like wellness programs and flexible work arrangements can increase energy and engagement, leading to higher productivity, 33% of the respondents agreed, 6% of the respondents were undecided, 7% of the respondents disagreed while 5% of the respondents strongly disagreed.

The table also shows that 38% of the respondents strongly agreed Comprehensive benefits like health insurance and retirement plans can reduce stress, leading to increased productivity and better work-life balance, 36% of the respondents agreed, 9% of the respondents were undecided, 11% of the respondents disagreed while 6% of the respondents strongly disagreed. Furthermore, 33% of the respondents strongly agreed that Competitive compensation and benefits packages help retain top talent, reducing turnover and recruitment costs, 40% of the respondents agreed, 5% of the respondents were undecided, 10% of the respondents disagreed while 13% of the respondents strongly disagreed with the assertion. The table also shows that 34% of the respondents strongly agreed that Competitive compensation and benefits packages financially empower employees, foster job satisfaction, and productivity, 33% of the respondents agreed, 8% of the respondents were undecided, 13% of the respondents disagreed while 11% of the respondents strongly disagreed with the assertion. Finally, 29% of the respondents strongly agreed that Compensation and benefits foster a positive work-culture that encourages collaboration and innovation, 39% of the respondents agreed, 10% of the respondents were undecided, 11% of the respondents disagreed while the remaining 11% strongly disagreed.

Table 3 Respondents views on Effect of performance appraisal on productivity

Statements	SA (%)	A (%)	UD (%)	D (%)	SD (%)
Performance appraisals help set clear goals and expectations, directing employees' efforts towards achieving organizational objectives.	68 (33%)	73 (35%)	21 (10%)	23 (11%)	21 (10%)
Identifying areas for improvement and developing strategies to address them enhances overall performance and productivity	76 (37%)	81 (39%)	18 (9%)	22 (11%)	9 (4%)
Appraisals facilitate employee development, skill enhancement, and career growth, leading to increased productivity.	93 (45%)	52 (25%)	18 (9%)	20 (10%)	23 (11%)
Regular appraisals foster open communication, collaboration, and alignment between employees, managers, and the organization.	72 (35%)	61 (30%)	23 (11%)	32 (16%)	18 (9%)
Performance appraisals promote accountability, encouraging employees to take ownership of their work and responsibilities.	56 (27%)	79 (38%)	19 (9%)	34 (17%)	18 (9%)
Fair evaluations and recognition of achievements motivate employees, boost morale, and increase engagement.	68 (33%)	73 (35%)	11 (5%)	23 (11%)	31 (15%)

Source: Field Survey, 2024.

Table 3 above shows that a higher proportion of the respondents (33%) strongly agreed that Performance appraisals help set clear goals and expectations, directing employees' efforts towards achieving organizational objectives, 35% of the respondents agreed, 10% of the respondents were undecided, 11% of the respondents disagreed with 10% of the respondents strongly disagreed. On a similar note, 37% of the respondents agreed that Identifying areas for improvement and developing strategies to address them enhances overall performance and productivity, 39% of the respondents agreed, 9% of the respondents were undecided, 11% of the respondents disagree, while, the remaining 4% of the respondents strongly disagreed.

Cumulatively, 45% of the respondents agreed Appraisals facilitate employee development, skill enhancement, and career growth, leading to increased productivity, 25% of the respondents agreed, 9% of the respondents were undecided, 10% of the respondents disagree with 11% of the respondents strongly disagreed. Also, 35% of the respondents agreed Regular appraisals foster open communication, collaboration, and alignment between employees, managers, and the organization, 30% of the respondents agreed, 11% of the respondents were undecided, 16% of the respondents disagreed with 9% of the respondents strongly disagreed.

Furthermore, 27% of the respondents strongly agreed that Performance appraisals promote accountability, encouraging employees to take ownership of their work and responsibilities, 38% of the respondents agreed, 9% of the respondents were undecided, 17% of the respondents disagreed while the remaining 9% of the respondents strongly disagreed. Also, 33% of the respondents strongly agreed that Fair evaluations and recognition of achievements motivate employees, boost morale, and increase engagement, 35% of the respondents agreed, 5% of the respondents were undecided, 11% of the respondents disagreed while 15% of the respondents strongly disagreed.

Table 4 Coefficients of the Multiple Regression

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	18.146	2.370		7.655	.000
TDP	.196	.056	.120	2.714	.008
ECB	.205	.066	.217	3.120	.002
PA	.248	.055	.252	2.152	.009

Source: SPSS Version 21.0

Hypothesis One

Ho: Training and development programs has no significant effect on productivity

Hi: Training and development programs has a significant effect on productivity.

Based on the t-statistics of 2.714 and probability value of 0.008 in table 4, TDP (Training and development programs) Training and development programs found to have significant effect on productivity. Therefore, the null hypothesis is rejected and the alternative hypothesis is accepted. Therefore, we conclude that training and development programs has a significant effect on productivity.

Hypothesis Two

Ho: Employee compensation and benefits has no significant effect on productivity.

Hi: Employee compensation and benefits has a significant effect on productivity

Table 4 shows that ECB (Employee compensation and benefits) has a t-statistics of 3.120 and probability value of 0.002 which is statistically significant at 5% level. Therefore, the null hypothesis is rejected and the alternative hypothesis is accepted. We then conclude that employee compensation and benefits has a significant effect on productivity

Hypothesis Three

Ho: Performance appraisal has no significant effect on productivity

Hi: Performance appraisal has a significant effect on productivity

From the table above, the probability value for PA (Performance Appraisal) is 0.009, which is less than 0.05 ($0.009 < .05$). We therefore reject the null hypothesis and accept the alternative hypothesis and conclude that Performance appraisal has a significant effect on productivity

4.4 Discussion of Findings

This study examined the effect of human of human resource management on productivity in public enterprises in Rivers State, Nigeria. The data generated were subjected to descriptive statistics and multiple regression analysis. It was discovered that training and development programs has a significant effect on productivity. This point to further support Nelson, Hilary & Michael (2012) assertion that training and development programs helps in generating numerous benefits for both the employee and the organization ranging from enhancing employees' knowledge, skills, behaviour and competences that when properly translated into real life work situations will result to an increase in revenue and profitability. Thus regular training and development programs improve employee productivity, leading to increased job satisfaction, reduced turnover, and improved overall well-being. A study by Becker, (2020) argues that human resource management is designed with the purpose of attracting, selecting,

training, evaluating, rewarding, rewarding and motivating employees to achieve higher productivity, and at the same time monitoring leadership and organizational culture, ensuring compliance with employment and labor laws.

The study also shows that Employee compensation and benefits has a significant effect on productivity. This agrees with the Findings of Oguejiofor, Iyoha, and Ozioko (2023) that fair compensation and benefits motivate employees to work harder and strive for excellence and concludes that business educators working at public universities will be more motivated to do their jobs if there is an increase in green human resource management in terms of training, compensation and benefits. This also corresponds with the findings of Arbab, and Mahdi (2018), who concludes that the dimensions of the human resources management practices including human resources planning, recruitment and selection, training and development, wages and salaries, incentives and benefits, performance assessment have significant impact on organizational excellence in Sudanese public sector organizations.

The study further revealed that performance appraisal has a significant effect on productivity. This finding aligns with Mebom (2022) who demonstrated that performance evaluation has a significant impact on employee productivity at Rivers State University of Education to effectively meet their mandates and expand service delivery, tertiary institutions like RSUE must design human resource polices that focus on key areas: effective recruitment and selection processes; training and development programs; performance evaluation; compensation and promotion and working conditions.

Conclusion

This study has demonstrated the crucial role of effective human resource management in enhancing productivity in public enterprises in Rivers State, Nigeria. The findings suggest that public enterprises that prioritize human resource management practices such as training and development programs, compensation and benefits and performance appraisal experience improved employee productivity and organizational performance. The research highlights the need for public enterprises in Rivers State to adopt a more strategic approach to human resource management, aligning HR practices with organizational objectives and prioritizing employee development and engagement. The study findings have implications for policy and practice, suggesting that investments in human resource management can yield significant returns in terms of productivity and organizational performance. By adopting effective human resource management practices, public enterprises in Rivers State can enhance their capacity to deliver public services efficiently and effectively, contributing to the overall productivity development of the state.

Recommendation

Training and Development Programs

Public enterprises should prioritize training and development programs to enhance employee skills and knowledge.

Public enterprises should provide opportunities for employee growth and advancement through mentorship, coaching, and career development programs.

Public enterprises should evaluate the effectiveness of training programs to ensure they meet intended goals.

Compensation and Benefits

Public enterprises should regularly review and adjust compensation and benefits packages to ensure they remain competitive and aligned with industry standards.

Public enterprises should prioritize competitive compensation packages to attract and retain top talent.

Public enterprises should implement a performance-based pay system, where employees are rewarded for their achievements and contributions; Provide comprehensive benefits, including health insurance, retirement plans, and paid time off; and offer flexible work arrangements and employee assistance programs to support work-life balance and well-being.

Performance Appraisal

Public enterprises should establish a fair and transparent performance appraisal system to evaluate employee performance.

Public enterprises should use a standardized evaluation criteria and process to ensure consistency and equity.

Public enterprises should set clear performance goals and objectives that align with the organization's strategic objectives, and ensure that performance appraisals are conducted regularly, at least annually, and are used to inform compensation and promotion decisions.

Contributions to Knowledge

Overall, this research contributes to the body of knowledge on human resource management on productivity, emphasizing the importance of a strategic and employee-focused approach to HRM in public enterprises.

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