

**EFFECTIVE HUMAN RESOURCE MANAGEMENT
AND SERVICE DELIVERY
(A CSE STUDY OF FEDERAL GOVERNMENT GIRLS COLLEGE
GWANDU, KEBBI STATE)**

BY

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CERTIFICATION

This research project has been examined and certified as having met requirement for the award of a Master Degree in Public Administration and is approved for its contribution to knowledge.

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DEDICATION

This work is dedicated to Almighty Allah and to all who contributed in one way or the other towards my studies.

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CHAPTER ONE

GENERAL INTRODUCTION

1.1 Background of the Study

Every organization's whether public or private sector are concerned with what is to be done in order to achieve high levels of performance through human resources (people). Thus, the need for the study and research on human resource management to achieve the desired objectives.

The efficiency with which an organization works depends to a large extent on how effectively human resource are utilized. Every manager therefore, must be able to work effectively with his/her staffs and to resolve satisfactorily problem the management of human resource may entail. Effective personnel management and human resource development in any organization requires the development of a programme that will permit employees to be selected and trained for those jobs that are most appropriate in order to developed their abilities.

Human resource management and development is concerned with planning, organizing, directing, procuring, developing, compensating, integrating and maintenance of personnel in a given establishment in the way both individual and organizational objectives are achieved. Further, it requires motivation of employees so as to exert their maximum efforts.

Thus, human resource management is the tool for enhancing an effective and efficient service delivery in an organization.

Schwartz in his book titled “Introduction to management” defined “As a group of people who form a business club together, in order to achieve a particular aim. Thus the success of any enterprise, religious or government depends largely on the effectiveness of its management.

This is to say that human resources unlike material resources which are inanimate in nature have mood and therefore react to circumstances either negatively or positively as it unfolds.

Behaviorists have been able to establish that people may take a line of action under a given circumstance today and the same group may take an extremely different line of action under the circumstance a year later or more. This is to say that human beings are unpredictable and dynamic in nature. And with these issues of unpredictability and dynamic nature of human beings, the job of managing humans is a complex exercise worldwide. In spite of the unpredictability of human life, production processes must continue and men in their unending search into the unknown have therefore come up with different conceptualizations on how to effectively manage the scarce human resources.

1.2 Statement of the Problem

Currently, there is an alarming rate of poor academic performance of Federal Unity School Students in Senior Secondary School Examination Nation Wide; this has necessitated the current debate on whether or not to privatize unity schools. While interacting with Administrators of Unity School. Human Resource Management was implicated as one of the causes of low performance of students in SSCE. This study therefore seeks to find out the effected human resource management and service delivery in an organization.

It is on this basis that this research sets out to provide answers to a number of questions:

- a. How does effective human resource management and service delivery improve workers productivity in an organization?
- b. Does staff training improve performance in Federal Government Girls College, Gwandu?
- c. Does lack of effective human resource management and service delivery leads to lower productivity in an organization?

1.3 Objectives of the Study

The main objective of the study is to examine how Federal Government College, Gwandu has been surviving with the application of effective human resource management and service delivery concept.

Specific objectives include:

- 1) To examine the relationship between human resource management and workers productivity.
- 2) To examine how effective human resource management and service delivery are perceived in Federal Government College, Gwandu
- 3) To examine whether lack of effective human resource management and service delivery leads to lower productivity in Federal Government College, Gwandu.

1.4 Research Hypotheses

Based on the objectives stated, the researcher intends to test the following

Hypotheses:

H₀: There is a negative influence between Human Resource Management and worker's productivity in an organization

H₁: There is a joint influence between Human Resource Management and worker's productivity in an organization.

H₀: Machinery for improper Human Resource Management may leads to poor delivery of service in an organization.

H₁: An effective Human Resource Management will exert large influence on service delivery in an organization.

1.5 Scope and Limitations of the Study

The study was carried out on the workforce of Federal Government Girls College, Gwandu, Located in Gwandu Local Government, Kebbi State.

The research is basically concerned with effective Human Resource Management and Service Delivery in an organization. Due to so many constraints of time, finance and materials the study shall be limited to FGGC Gwandu alone. The research therefore is limited to major determinant of high productivity in FGGC Gwandu.

As such, the findings of the research may have some peculiarities which may only be applicable to the sample school, and might not be applicable to other organizations.

1.6 Significance of the Study

The study would be of great benefit to School Administrations, Directors of Education in the Federal and State Ministries of Education and other stake holders in educations as well as other organizations where human resources are managed for goal attainment.

Also, the state and Federal Civil Service Commissions would find this research very relevant and helpful because of its relatedness with the various aspects of their responsibilities, which are recruitment, appointment, placement and promotion.

This research will as well add to the existing stock of knowledge in the field of Human Resource Management.

1.7 Historical Background of the Study Area

Federal Government Girls College, Gwandu along with 18 others e.g FGC B/Yauri, was established by the Federal Government of Nigeria in 1994.

Located at the western outskirts of Gwandu town in Gwandu Local Government, the school is about 45km from Birnin Kebbi, the capital of Kebbi State.

It is also some 12km from Malisa on Sokoto – Kwantagora highway. The school took off in May 1995 with initial intake of about 200 JSS I students.

Staff strength – When the school took off the following departments exists in the college as follows:

1.	Admin	4 Staff
2.	Accounts	4
3.	Stores	2
4.	Library	2
5.	Laboratory	2
6.	Hostel (Matrons)	4
7.	Clinic	2
8.	Kitchen	5
9.	Labourer	5
10.	Security	5
11.	Academic Staff	7

TOTAL STAFF STRENGTHS 42

1.8 Scheme of Chapters

This research work is in five (5) chapters from chapter one to five.

Chapter one is the general introduction of the research work it comprise of the background of the study, statement of the problem, Objectives of the study, Research Questions, Hypothesis, Scope and

Limitation of the Study, Significance of the Study, Historical Background of the Study Area and Scheme of Chapters.

Chapter two is the Literature Review; it reviews and clarifies some concepts on; on Development of Human Resources Management, Duties and Responsibility of Human Resource Management, Significance of Human Resource Management, Man Power Planning, Stages of Manpower Planning Manpower Inventory, Recruitment, Selection, Placement, Training and Development, Discipline, Motivation and Problems of Human Resources Management.

Chapter three is the Research Methodology, it describes the methods adapted in carrying out this research, it comprises of Research Design, Population of the Study, Sample and Sampling Techniques, Research Instrument, Validity and Reliability of the Instrument, Data Collection Technique, Method for Data Collection and Hypothesis Testing Method.

Chapter four, is the Data Presentation, Analysis and Interpretations, it comprises of Data Presentation and Analysis, Introduction and Data Presentation Interpretations.

Chapter five is the Summary, Conclusion and Recommendations.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

In a research work like this, it is imperative that the researcher must review some relevant literatures. This is to enable the researcher obtain additional knowledge/ideas on the research topic. The review was carried out not only to obtain ideas but also to up-date the research to meet the current situation.

Effective Human Resources management and service delivery as a tool for enhancing effective and efficient productivity cannot be said to have began or come to be with this study. This is so because the objective of any organization to survive continues to operate with time.

Effective human resource management deals with the process of getting and maintaining workforce for an organization. Over the years, it is, however, one that has been handled most unprofessionally and has not been given its proper attention, especially in the civil service.

Like any subject matter in behavioral science, Human Resource Management has no simple universally accepted definition. The first definition was provided by Cuming (2000), as “process concerned with

obtaining the best possible staff for an organization and having got them, looking after them so that they will want to stay and give-in their best to their jobs.

Human Resource Management (HRM, or simply HR) is the management of an organization's workforce, or human resources. It is responsible for the attraction, selection, training, and assessment and rewarding of employees, while also overseeing organizational leadership and culture and ensuring compliance with employment and labor laws. In circumstances where typically desire and are legally authorized to hold a collective bargaining agreement, HR will typically also serve as the company's primary liaison with the employees' representatives usually a labor union (en.wikipedia.org/Human Resource).

HR is a product of the human relations movement of the early 20th Century, when researchers began documenting ways of creating business value through the strategic management of the workforce. The function was initially dominated by transactional work such as payroll and benefits administration, but due to globalization, company consolidation, technological advancement, and further research, HR now focuses on strategic initiatives like mergers and acquisitions, talent management,

succession planning, industrial and labor relations and diversity and inclusion (en.wikipedia.org/Human Resource).

In startup companies, HR's duties may be performed by a handful of trained professionals or even by non- HR personnel. In large companies, an entire functional group is typically dedicated to the discipline, with staff specializing in various HR tasks and functional leadership engaging in strategic decision making across the business.

In the light of this study, it is good to narrate the historical development of personnel management. The history of personnel management could be traced back to the industrial revolution of the 19th Century. Due to the revolution and expanding technology and commerce, organizations became so complexes, resulting to the need to change the traditional method of management. Consequently, some people started investigation into ways to improve productivity based on scientific approach (en.wikipedia.org/Human Resource).

This led to the formulation of such works of Fredrick. Taylor, Henry L. Gantt, Henri Fayol, Max Weber etc.

Later, it was realized that science alone could not explain behaviors at work, hence advent of “human side” of management. Organizations were seen as social systems and that “human side” of management should be

emphasized. There was move to concentrate on how to adopt organizational structures and processes to the socio-psychological needs of human beings within organizations.

Hence, the advent of personnel management in Nigeria, the development of modern personnel management began with the colonial administration. Hitherto, the economy of the communities, which now make up Nigeria, was basically subsistence, with younger ones servicing their parents/communities.

The colonial administration introduced paid employment, when taxes were introduced. However, at the earliest part of colonialism, personnel management was almost non-existent. It however, started taking roots in the 1930's when trade union movements came into being. The first labour office was created in 1939 in Lagos, mainly to settle employer/employees disputes and to ensure that implementation of standard in respect of wages, employment, service condition, industrial safety/compensation and staff welfare. By 1955 the first batch of personnel officers were appointed, to deal with personnel management functions and trade union matters. This marks the arrival of personnel management as a profession in Nigeria.

2.2 Development of Human Resource Management

Human Resources Development can be defined as a dynamic strategy of increasing the performance efficiency of people (or individual) through well integrated and systematic teaching learning processes aimed at meeting individual as well as organizational objectives and this facilitates a continuous positive response of both to purposeful change (en.wikipedia.org/Human Resource).

The above comprehensive definition assumes the following:

Human Resource Development must be people centered in terms of helping them to learn, to improve their value, perception, attitude and general behavior pattern.

Human Resource Development must be performance oriented that is, it must of necessity help to increase the productive capacity of an individual so that we can attain planned work or task objective and therefore contribute to the achievement of organizations objectives.

Human Resource Development must be personal need oriented that is it must not only meet psychological need of the individual but must of necessity lead to an guarantee his physiological requirements. It must have the capacity to protect people's need through life.

Jones (1965) defined human resource development as an approach to systematic expansion of people's related abilities focused on the attainment of both organization and personal goals.

By this definition, Jones declared that the programmes and practices of Human Resource Development must form not only systematically on the development of people but also on the organizational system as a total unit.

Therefore, he outline five major areas of activities that organizations must improve so as to improve human systems and to the development of place within those systems:

Training

Organization Development

Education

System Change

Human System Programmes

Training

Technical Skill Training

Sales Training

Personal-Growth Programmes Stress

Management Programmes

Time-Management

Pre-Retirement

Execute Development Management

Organization and Development

Organization Assessment

Team building

Resolving inter unit conflict

Job design/enrichment

Work simplification

Quality of work life programmes

Education

Peer Development Centre

Employee Orientation

Physical Fitness

Employee-Assistance

Personnel Counseling

Life/Career Planning

Tuition Assistance

System Change

Transition Planning

Centralization/Decentralization Managers.

Organization Design (e.g Socio-Technical System Intervention).

Human System Programmes

Performance Appraisal

Manpower

Planning (Wages/Salary Administration)

Job Analysis

Job Classification

Recruitment Exit Interviewing

Personnel-Policies Planning (Including benefits and rewards)

Labour/Employee Relations

Employee Opportunity

MBO Programmes

Occupational Health and Safety Standards Compliance.

Sources: Human Resource Development for result oriented civil service by J.B Ajila (1989).

2.3 Duties and Responsibility of Human Resource Management

Personnel managers (human resource managers) in modern organization plays important roles in the development of any organization be it public or private by providing good policies that will ensure upliftment of standard of their organizations, there-by enhancing the level of productivity.

The roles of personnel managers are divided into two, day to day functions and major functions (pioneers 2004).

Day to Day Functions

- Maintenance of employees record
- Establishing a system of valuation to appraise the performance of each staff at the end of every year in order to know the strength and weakness of employees working in the organization.
- Preparing of schedule of offences and disciplinary actions that can be taken against any employee that committed an offence.
- Establishing promotion rules to guide the organization promotion process.
- Advancing other departmental heads on personnel matters.

MAJOR FUNCTION

*** *Provision and Maintenance of Work Force:***

This involves the determination of manpower need of the organization as well as manpower planning, job designing and job analysis. It also deals with issues of recruitment, selection, promotion and motivation of workers.

- * ***Labour Management Relation:*** It establish and regulate the relationship between the management and labour in the organization, through the cohesiveness and settlement of dispute.
- * ***Training and Development:*** It deals with employee training and development in order to update their knowledge and skills so as to prepare them for the dynamics of organization.
- * ***Health and Safety Regulation:*** Personnel managers most provide good health and safety policy to their workers so as to make them health in order to enhance their productivity.

Robert Owen (1771-1858) a British reformer and a pioneer in human relation was the first to recognize the importance of human resources in an organization. Until then, factor, workers were generally regarded and used in the same term as machinery and equipment as factory owner himself.

Owen recognized that people deserved more respect and dignity. He incorporates such “radical” innovations as better working conditions, meals for employee and reduced working hours.

Of course, I also is of the opinion that given more attention to workers pays off or enhances productivity of any organization.

2.4 Significance of Human Resource Management

Human resource is the most important among all other resources. This is because people are needed to activate all the resources. And it is people that are used to attain the objectives of all organizations. Therefore, the quality of staff available to any organization and the extent to which they are effectively utilized will determine largely the extent to which its objectives are attained.

Likert (1958) mentioned in his book The Human Organizations that “All activities of any enterprise are initiated and determination by the persons that make up that institution. Plants, office, computers, automated equipment and all things that a modern firm uses are unproductive except for human effort and direction. Human beings design or order the equipment; they decide where and how to use computers, they modernize or fall to modernize the technology employed, they secure the capital needed and decide on the accounting and fiscal procedure to be used. Every aspect of a firm’s activities is determined by the competence, motivation and general effectiveness of its human organization. Of all the task of management managing the human component is the central and most important task because all other resources depend upon how well it is done”.

Frederick, (1973) in his book Human Resources as the Wealth of Nation states that “Human resources not capital constitute the ultimate bases for the wealth of nations. Capital and natural resources are factors of production; human being are the active agents who accumulate capital, exploit natural resources, and build social, economic and political organization and carry forward national development. Clearly, country which is unable to develop skill and knowledge of its people and utilize them effectively in the nation economy would be unable to develop anything else”.

These quotations speak for themselves on the importance of human resources to any organization. In simple terms the quotations are saying that all other resources are passive and need to be employed by human being to become productive. Therefore for any organization to achieve its set objectives it is necessary for it to continue to develop, motivate and encourage its staff to be productive.

2.5 Man Power Planning

Whether an organization trains its staff by itself or recruit its staff from external sources, manpower planning is at the root of the process of obtaining a satisfactory work-force, without it any effort made at obtaining

staff would be without aim and without direction. It would lead to waste of resources and result in low productivity through low morale.

As defined by Eric (2001), manpower planning is the process by which a firm ensures that it has the right numbers and kinds of people in the right place at the right time. Doing the things for which they are economically useful”.

Joseph (1972) viewed it as essentially a method for determining future manpower requirement and developing action plans for implementing them.

There are four stages involved in the determination of future manpower requirements and actions plans for meting them.

2.5.1 Stages of Manpower Planning Inventory

These consist of data, which describe the present workforce in both quantitative and qualitative terms. This is a problem in the civil service.

What is required is this, for instance in ministry of education, a complete and comprehensive list of all the staff recorded. All their qualifications, their performance, potentials and where each teaching staff is deployed to; this constitute manpower inventor.

Manpower Forecast: Provision of data required in future either in gross number or in specific categories (skill, educational qualification, experiences)

Manpower Plans: The bridging of gap between the forecast and the inventory. This involves the estimation of the size and make-up of future workforce.

Utilization of Manpower: This involves carrying out proper planning of the use of staff before employing. There is no need to employ a staff that will be idle or under employed as it may amounts to waste of resources.

2.6 **Recruitment**

Recruitment, selection and planning of staff which are the three methods used to actualize the manpower plans of an organization are solely human resources management. Each of them, if not properly implemented could derail the plans or lead to un-attainment of organizational goals.

According to Abubakar (1989) Recruitment is the process which starts from getting an applicant interested enough in a job and in a particular organization to write an application and the process stops when his application has been received in the organization.

Recruitment serves many purposes to an organization such as:

To have pool of qualified candidates.

To fill vacant position.

To meet the organizational need.

To make the public know what that the organizational needs are:

To help in human resource planning.

To help increase the success rate in subsequent selections process by resourcing the number of unqualified, over qualified to applicants and under qualified job applicant.

To meet the organizational responsibilities (i.e legal and social) regarding the compositions of the workforce.

Method of Recruitment

There are about five method of recruitment but the popular ones are internal resourcing and external resourcing.

Internal Resourcing

This is done within the organization, when vacancies arise in an organization an advert will be placed within the organization detailing the job, the person and other things, stating that interested people should apply.

This method is very cheap and you have easy control of the process and improve morale on the part of the employees and there is also job security because no tendency of people from outside coming to displace the employees. There is the reduction of cost in terms of employee training and retraining.

It also produces the opportunity to assess productivity of employees accurately; employees are directly conversant with organizational culture and policies.

External Resourcing

This is done outside the organization, when vacancies arise in an organization an advert will be place inviting applicant from outside the organization to fill in the vacancy detailing the job, the qualification and so on.

2.6.1 Selection

In Nigeria today, selection is being face with the problem of primordial considerations. It is often done along the lines of tribal, ethnic, family, and place of origin or even religion. This at times lead to the dropping of the best candidate in favor of second rated one.

Actually, selection is series of steps that starts with initial screening of applications and ends with the orientation of newly employed staff. The steps taken are screening of applications, interview/test of the selected applicants, decision to hire, job offer, medical examination and employment orientation.

2.6.2 Placement

This is the end result of employment and orientation. The employed officer is now to be posted to appropriate location within an organization. The position could be at the head quarters or branch office training and work responsibilities are related to one another, with the intention of realizing his full potential.

2.7 Discipline

Discipline is the act of inflicting punishment to an officer who has committed certain offences. It is the duty of personnel management boards to apply punishment to erred staff.

Types of Punishment

- 1) Warning
- 2) Suspension from office
- 3) Query
- 4) Interdiction
- 5) Demotion
- 6) Dismissal
- 7) Termination of appointment
- 8) Suspension of increment

- 9) Withholding of increment
- 10) Deferred of increment

Grounds of terminating the appointment of a civil servant are as follows:

- a) Misconduct in relation to gross efficiency or willful refusal to fulfill his or her duties.
- b) Incapability of rendering further efficient services no termination of appointment shall be effected until
 - i) Such member has been informed in writing of the ground leveled against him/her.
 - ii) Where such termination take place, any accrued leave pay or traveling expenses for such allowance is given.
 - iii) Where an officer resigns his/her appointment, one month's notice shall be paid to the government.

2.8 Motivation

Every organization is concerned with what should be done in order to achieve and sustain high levels of performance through people. This entails how individuals can be motivated through such means as incentives, rewards, and leadership and more important, the work they do and the organization context within which they carry out that work.

The aim, of course, is to develop motivation process and a work environment which will help to ensure that individuals deliver result in accordance with the expectation of management.

Definition of Motivation

Ajileye (1989) defined motivation as whatever it takes in encouraging workers to perform by fulfilling or appealing to their needs.

A part from the motivation to join an organization there is considerable needs for employee motivation in order to retain them and be productive. As mentioned by Bernard (1951) in his book “the ultimate test of organizational success is its ability to create values sufficient to compensate for the burdens imposed upon resource contributor” (workers).

The Process of Motivation

The process of motivation is needs-related model and it suggests that motivation can be initiated by conscious or unconscious recognition of unsatisfied needs.

These needs create wants, which are desires to achieve something. Goals are then established which is believed, will satisfy the needs and a behavior pathway is selected which is expected to achieve the goal. If the goal is achieved, the need will be satisfied and the behavior is likely to be

repeated next time a similar need emerges. But if the goal is achieved, action is less likely to be repeated.

This model describes in a somewhat over simplified form how individual motivation takes place, from the organizational point of view, the model below can be used to illustrate a process of motivation, which involves setting goals.

The Process of Motivation

Reinforcement, homeostasis and open system theory influences the above.

Reinforcement

Hull (1951) suggested that success in achieving goals and rewards act as a positive incentives and reinforce the successful behavior which is repeated the next times a similar need emerges.

The more powerful, obvious and frequent the reinforcement, the more likely the behavior will be repeated until, eventually it can become more or less unconscious reaction to an event.

The degree, to which experience shapes future behavior, depends first on the extent to which individuals correctly perceive the connection between the behavior and it outcome. Secondary, on the extent to which they are able to recognize the resemblance between the behavior and it outcome. Secondary, on the extent to which they are able to recognize the

resemblance between the previous situation and the one that now confronts them.

Perceptive ability varies between people, as does the ability to identify correlation between events. For these reasons, some people are better at learning from experience than others, just as some people are easily motivated than others.

It has been suggested that behavioral theories based on the law of effect or the principle of reinforcement are limited because they imply, in all port's (1954) phrase, "hedonism of the past. This assumes that the explanation of the present choice of an individual is to be found in an examination of the consequences of his or her past choices.

Homeostasis

Human organization like all other living organism is constantly in a state of disequilibrium. It makes use of energy to stay alive and must replenish the used energy.

Automatic mechanisms which exist so as to maintain a normal body temperature is refer to as homeostatic principle and it underlies all behavior and motivation, the drive to satisfy unsatisfied needs is actuated by constant move toward equilibrium.

Another concept is the desire to master one's immediate environment”
Individuals subjectively organize their environment by reference to past experience, present needs and future expectations.

Open-System Theory

This was formulated by Von Bertalaffy (1952), who wrote: A living organisms is an open-system which continually gives up matter to the outer world and takes in matter from it, but which maintains itself in the continuous exchanges in a steady state.

Allport (1960) further developed this definition by setting out the following features of an open system.

- Intake and output of both matter and energy
- Achievement and maintenance of steady states so that the intrusion of outer energy will not seriously disrupt internal form and order.
- Increases in order ‘overtime’ owing to an increase in complexity and differentiation of parts.
- Extensive transactional commerce with the environment.

The concept was developed by Lawrence and Lorsch (1969) who suggested that an individual could usefully be conceived as a system of biological needs, psychological motivations, values and perceptions.

Human Relation Movement

This grew from the Hawthorn studies and was a popular approach to management for many years. It proposed that workers respond primarily to the social context, including social conditioning, sentiment and interpersonal situation at work. In human society, there is a continuous growth and this growth takes place by the continuous process of exploration, discovery and acquisition of knowledge.

Human resource development in organization takes into account the development of all employees. It deals with overall growth of knowledge and skills, process of training and development, which is continuous process. Training is for junior employees while development is for the senior employees or job management of an organization.

Any money spent on training and development of employees is well invested because employees who lack training before employed in an organization or before assign with responsibility lack the necessary confidence with which to carry out the job.

The most popular training methods used by organization can be classified as follows.

- a) On the job
- b) Off the job

On the Job: This is learning by doing. It is the type of training given to an employee at the place of work during the working hours. This type of training makes sense to jobs that are difficult to stimulate but can be understood quickly by watching and doing. Its benefits offset the drawbacks.

Off the Job: This covers a number of techniques: classroom lectures, film demonstration, case studies and programme instruction.

Development: This is the training of the top management, supervisors and so on. Managers need good listening skills, interview competence and the ability to read, analyze and classify the types of employee's behavior. Training can improve these skills. The methods for developing the executive are educational methods and they are intended to foster the manager's analytical and conceptual abilities.

Any effort towards developing the executives must first look at the organization's objectives. The methods for developing the managers and the executives are also:

- 1) On the job development
- 2) Off the job development

On the Job Development: This takes place when the executives are doing their jobs at the place of work. Development techniques, coaching, on-the-job training, and so on, are used.

assignment, job rotation and committee assignment all these are done at the same time of carrying out or performing their duties.

Off the Job Development: These are done after the hours of work or when the workers are on leave. They also have four popular techniques, the sensitivity transactional analysis, lecture courses and stimulation exercise.

Any underlying assumption of the human relations movement was that management concern for the workers would lead to increase satisfaction which would in turn result in better performance.

Two early writers who helped advance the human relations movement Abraham Maslow and Douglas Macgregor.

Abraham Maslow theory of Hierarchy of need (1943). Maslow urged that human being have a hierarchy of needs, and as these needs are being satisfied, other needs will arises.

These needs are:

- i) Physiological needs that is food, shelter and sexual gratification.
- ii) Safety needs that is protection against danger and threat either from the environment or from the people.
- iii) Social needs that is love, affection and belongness.
- iv) Esteem needs that is self-respect and the good opinion, opinion of other about one.

- v) Self actualization that is feeling of arising at the apogee of one's career.

Maslow (1943) then concluded that the same is true of new employees in an organization. Their needs will follow this hierarchy.

The theory of modern management has the implication that management must provide the climate within which each person can grow without being stocked at lower level.

Maslow emphasized on motivation of employed to enable them to be productive.

By implication the management that bases its incentives on just the lower level needs will create these problems.

- i) Less healthy workers will remain while health one will resign.
- ii) Personal health growth of worker cannot take place where there is no rich growth environment and thereby lowering the potentials of the workers.
- iii) Such incentives cannot be effective because only a narrow range of employees can be motivated critically speaking, it's very doubtful of people following.

- iv) The capacity to exercise a relatively high degree imagination, and creativity in the solution of organization problem widely not narrowly distributed in the population.
- v) Under the condition of modern line, the intellectual potentialities of the average human being are only partially utilized.

Theory X take a relatively pessimistic and negative view of workers, it is quite compatible with classical management while theory Y on the other hand is more positive, it represent the assumption that human relation advocates make. In Douglas McGregor's view theory Y was a more appropriate foundation for management.

2.9 **Problems of Human Resources Management**

According to Drucker (1954) there could be problems in human resource management when assigned especially to do a certain kind of job they don't know too well. And when they are not the capable kind of people.

One can also say that in any organization where the management level lacks proper ways of managing their can be problem.

Where workers are deprived from benefiting some certain benefit or rights and privileges and at the same time any sign or motivation there could likely be problems.

Where there is no training for staff making them know too well about their job. There could be problems. Workers should be able to control measure and guide his own performance.

When workers are deprived from decision making as regards him, there's bound to be problem because whatever a manager does, he does not through decision making and it may be as a matter of routine work.

In a situation where you have poor recruitment policy, you could have problem in the management of any organization and training and development inclusive lead to poor productivity. Hence it encourages strategic plans.

CHAPTER THREE

RESEARCH METHODOLOGY

3.0 Introduction

In any research work, it is of great importance to collect statistical data relevant to the topic of study with a view to make research work realistic and authentic. It is also viewed that the success of any research project of this nature depends largely on the degree of the researchers' collective composition and analysis of data collected. Thus, to make this research comprehensive and reliable, the researcher will make use of both primary and secondary sources of collecting data bearing in mind the fact that there are many sources of data collection as well as many approaches to research work.

3.1 Research Design

The research design that was adopted for this study is the descriptive survey method. Jacob and Razavich (1972), observed that the aim of a descriptive research study is to determine the nature of a situation as it exist at the time of study. According to Best (1981) the descriptive survey method enables the researcher to obtained the opinion of the representative sample of the target population so as to be able to infer the perception of the entire population.

With these experts' views and opinions, descriptive survey method was considered appropriate for this study which aims at investigating the impact of human resources management on the productivity of Federal Government College, Gwandu.

3.2 **Population of the Study**

The population is the area to which the result of enquiry covers. In this case, it is the workforce of Federal Government Girls College, Gwandu as at September, year 2006.

The school was established in the year 1995 with fewer workforce. At the time of the study, the workforce has outnumbered the quantity it was, as of the time of its establishment.

At moment, there were forty five (45) academic staff and eighty (80) supporting staff in the college. The institution is headed by one female principal and three vice principals with respective portfolios as vice principal administration, vice principal academic and vice principal special duties.

3.3 **Sample and Sampling Technique**

Sampling help to reduce the number of the population into management figure. Stratified sampling technique was employed in this technique; the population for the study was grouped into definite characteristics, called strata as shown below:

- i) Administration
- ii) Workers and services
- iii) Academic

Each stratum represents a definite or unique group with peculiar characteristics for clear distinction.

Forty (40) staff that makes up the three levels of personnel or workforce of the college was sampled.

3.4 **Research Instrument**

The main instrument used in collecting relevant data for this study were a self designed questionnaire and oral interview. Questionnaire is chosen because it makes the respondents feel free to express their views and give them confidence. It is also chosen because of its objective response from the respondents (Nwana, 1981).

The questionnaire used was divided into two parts. Part one sort's demographic information about the subject e.g name of the respondent, material status, Age and department.

While part two comprises of information on working experience, the effect of motivation, training and promotion on the productivity of the college.

3.5 **Validity and Reliability of the Instrument**

The content validity of the instrument was obtained by giving the questionnaire to test experts in public Administration and statistics. All the experts that vetted the questionnaire are well versed in the test and measurement, statistics and specialists in research methodology. Initially, there were 12 items on the draft version of the questionnaire. After collecting the vetted draft version, a clean copy was produced with 16 items.

To ensure that the instrument is reliable that its internal consistency and homogeneity, a test-retest method was employed to determine the reliability of the instrument.

After, the second administration of the test a co-efficient of 0.78 was obtained and it was considered high enough to be used for the study.

To justify this, Balogun (1986) asserted that any reliability index rising from 0.5 and above can be taken to be high enough for use.

3.6 Data Collection Technique

The research intends to use both primary and secondary source of data collection, the researcher sought the permission of the Principal of the college before administering the questionnaire. The respondents were given three (3) working days to respond to the questions. The researcher assured them of strict confidentiality and that responses given will be used for the purpose of the research study only.

A total of 40 questionnaires were given and at the end (35) thirty five were collected back. Five (5) were not collected due to improper filling of the questionnaire. While in the case of the secondary source, textbooks, journal, and magazine related to the work were used to review the literature of the work.

3.7 Method of Data Analysis

In the case of the primary sources, a questionnaire was design and administered to the sample respondents using stratified sampling techniques.

The completed and returned questionnaires formed the data base for the analysis. The research used frequency count and percentages for easy understanding and assimilation of the research questions. Table will be use to analyze the data collected; the number of respondents who answered in favor or against each question will be indicated. The total number of staff that answered the questions will also be indicated using percentages or charts to show responses of each respondent.

CHAPTER FOUR

DATA PRESENTATION, ANALYSIS AND INTERPRETATION

4.1 Introduction

This chapter is mainly concern with analysis and interpretations of data collected through personal interview, Observation and Questionnaire administered to the respondents.

Initially, 40 respondents of FGGC Gwandu were selected for the purpose of Questionnaire administration. At the end of the administration of Questionnaire, 38 were returned. Of the 38 Questionnaire returned, 3 respondents from Works and Service Department wrongly completed their Questionnaire, hence, rejected for the purpose of analysis.

4.2 Data Presentation

Questionnaires were served to both Academic and Non Academic staff of FGGC Gwandu. Below were some of the result of the exercise and analysis of data drawn from the findings.

Table 4.1: *Analysis of Questionnaire Distribution and Collection.*

Categories of staff	Number distribution	Percentage of distribution copy %	Number collected	Percentage of the collected number %
Administration	10	25	10	25
Works and service	10	25	5	12.5
Academic	20	50	20	50
TOTAL	40	100	35	87.5

Source: Questionnaire Administration 2012

SECTION A

PERSONAL DATA OF RESPONDENTS

Table 4.2 Starts with the socio-demographic characteristics of the respondents and investigations revealed that majority of the respondents totaling 21 (60%) male, while 14 (40) were female.

Table 4.2: Sex

SEX	NO OF RESPONSE	PERCENTAGE
Male	21	60
Female	14	40
TOTAL	35	100

Source: Questionnaire Administration 2012

Further investigation in table 4.2 shows that majority of the respondents totaling 22 (62.86%) were between the ages of 30 years and above, which 13 (37.14) were below the ages of 30 years.

Table 4.3: Ages

AGE	NO OF RESPONSE	PERCENTAGE
Below 30 years	13	37.14
Above 30 years	22	62.86
TOTAL	35	100

Source: Questionnaire Administration 2012

The table below shows the marital status level of the respondents and the results are as follows:

Table 4.4: Marital Status

MARITAL STATUS	NO OF RESPONSE	PERCENTAGE
Single	6	17.14
Married	22	62.86
Divorced	5	14.29
Widowed	2	5.71
TOTAL	35	100

Source: Questionnaire Administration 2012

From the above table 6 (17.14%) respondents were single, 22 (62.86%) were married, 5

Table 4.5: Highest Qualification

HIGHEST QUALIFICATION	NO OF RESPONSE	PERCENTAGE
Second Degree	6	17.14
First Degree	19	54.29
Diploma	7	20
Others Spcify	3	8.57
TOTAL	35	100

Source: Questionnaire Administration 2012

Table 4.5 above indicates that 6 (17.14%) of the respondents obtained second degree while 19 (54.29%) which constitutes the majority has first degree or its equivalent, 7 (20%) has ordinary National Diploma and 3 (8.57%) has other forms of Qualification.

Table 4.6: Working Experience

WORK EXPERINCE	NO OF RESPONSE	PERCENTAGE
1 – 4 years	-	-
5 – 8 years	9	25.71
9 – 14 years	19	54.29
15 years and above	7	20
TOTAL	35	100

Source: Questionnaire Administration 2012

Table 4.6 shows the working experience of the staff of the college as follows. 7 (20%) of the staffs that received the questionnaire administered to them has a working experience of 15 years and above, 19 (54.29%) has a working experience of 9 – 14 years, while these with 5 – 8 years working experienced has 9 (25.71%) of the respondents, and none out of the 35 respondents has worked in the colleges between 1 – 4 years.

SECTION B

4.3 Data Presentation and Interpretation

The data gotten from the questionnaires were represented in tabular form and were followed with analytical comments.

Question 1: *Which department of the institution do you belong?*

Table 4.7

RESPONSE	FREQUENCY	PERCENTAGE %
Administration	10	28.6
Works and service	5	14.3
Academic	20	57.1
TOTAL	35	100

Source: Questionnaire Administration 2012

Being a school setting, from the response, we can see that 57% of the respondents were academic staff, 5 staffs are working in the works and services department, while 10 staffs are admin staffs.

Question 2: *If No, has it enhanced your productivity in your organization?*

Table 4.8

RESPONSE	FREQUENCY	PERCENTAGE %
Yes	-	-
No	30	100
TOTAL	35	100

Source: Questionnaire Administration 2012

100% of the respondent that answered no to the above question responds negatively. Hence, improper human resources management leads to poor productivity in an organization.

Question 7: *With the level of your work experience in your organization, are you due for study leave?*

Table 4.9:

RESPONSE	FREQUENCY	PERCENTAGE %
Yes	30	85.7
No	0.5	14.3
TOTAL	35	100

Source: Questionnaire Administration 2012

The respondents 30 of them are due for study leave that is to up lot their standard of education, while staffs are not due for study leave.

Question 8: *If Yes, have you been granted any?*

Table 4.10

RESPONSE	FREQUENCY	PERCENTAGE %
Yes	05	16.7
No	25	83.3
TOTAL	35	100

Source: Questionnaire Administration 2012

83.3% of the respondent have not been granted study leave. This show that human resources were not managed properly, while only 5 of the 30 respondents were granted study leave.

Question 9: *Do you receive prompt promotion and commendation as at when due?*

Table 4.11

RESPONSE	FREQUENCY	PERCENTAGE %
Yes	25	71.4
No	10	28.6
TOTAL	35	100

Source: Questionnaire Administration 2012

Promotion and commendation process which are among the duties of personnel management (human resources management) can be said to be handled fairly in the

organization, as 25 of the respondents responded positively while 10 respondents responded negatively.

Question 10: *Is regular promotion responsible your productive output?*

Table 4.12

RESPONSE	FREQUENCY	PERCENTAGE %
Yes	25	71.4
No	10	28.6
TOTAL	35	100

Source: Questionnaire Administration 2012

The question was meant to establish the linkage between incentives (promotion) with motivation for productive output. 71.4% of the respondents confirmed that promotion is the reason for their effective productivity, while 10 (25.6%) said no the question.

Question 11: *Were you denied the opportunity for promotion, advancement and personal development do you feel bad?*

Table 4.13

RESPONSE	FREQUENCY	PERCENTAGE %
Yes	35	100
No	-	-
TOTAL	35	100

Source: Questionnaire Administration 2012

The above data shows the important of human resource management in an organization as staff welfare is one of the functions of personnel management, thus none of the respondents respondent negatively.

Question 12: *What impact has the above question on your productivity recently?*

Table 4.14

RESPONSE	FREQUENCY	PERCENTAGE %
Positive	25	71.4
Negative	10	28.6
TOTAL	35	100

Source: Questionnaire Administration 2012

From the above, we can judge that regular promotion has positive impact on its staff as 25 respondents, responded positively while 10 responded on the opposite.

Question 13: *Do you relate effectively with your superior officer?*

Table 4:2:10:

RESPONSE	FREQUENCY	PERCENTAGE %
Yes	30	85.7
No	5	14.3
TOTAL	35	100

85.7% of the respondents said they do not relate very well with their superior officers. Where there is no good relationship, productivity will be affected. Most staff will turn to be sycophants, while only 5 (14.3%) of the respondents tick no to the question.

Question 14: *Do the relationship between you and your superior officers enhance your productivity?*

Table 4.16

RESPONSE	FREQUENCY	PERCENTAGE %
Yes	25	57.1
No	15	42.9
TOTAL	35	100

Source: Questionnaire Administration 2012

The aim of the question is to show the impact of human relations in motivation and subsequently productivity. 57% of the respondents that is a little above average responded positively that is to say the relationship is not much effective.

Question 15: *How often do the management carryout seminar or workshop for the staff in the college so as to enhance productivity?*

Table 4.17

RESPONSE	FREQUENCY	PERCENTAGE %
Always	-	-
Occasional	35	100
TOTAL	35	100

Source: Questionnaire Administration 2012

The above table shows that human resource management is not properly executed, as all the respondents, responded on the affirmative that is occasionally.

Question 16: *How has the above questions affected the performance of the student and the productivity of the college in general?*

Table 4.18

RESPONSE	FREQUENCY	PERCENTAGE %
Positive	-	-
Negative	35	100
TOTAL	35	100

Source: Questionnaire Administration 2012

The above table indicates that all the respondents, tick negative that is, it seriously affected the performance of the student.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Summary

This research project sought out to study the impact of Human Resources Management and Service Delivery in an Organization, with particular reference to FGGC, Gwandu.

The work relates and examine the application of Human Resources Management and Service Delivery and how its application has enhanced its productivity in an Organization with specific reference to FGGC Gwandu.

The researcher introduces the topic: Human Resources Management in chapter one, there after he highlights the statement of the research problem followed by the objectives of the research, the scope and limitations of the research, research hypotheses, significance of the study, historical background of the study area and lastly scheme of chapters.

The researcher built up the work in chapter two by elaborating on the issues of Human Resources Management, the researcher reviews the literature of other scholars on the topic.

In chapter three, the researcher indicated the type of research methodology used in obtaining data. The researcher's major concern of the dissertation is in chapter four where the researcher analyzes the data

collected from the findings. The researcher tried to prove or otherwise the postulations rose in research hypotheses.

The last chapter consists of summary, conclusion and recommendations which are hoped to improve and maintain good Human Resources Management (HRM) in an Organization.

5.2 **Conclusion**

Human resource management is the bedrock and ultimate assets of any nation. Wars and calamities can destroy national assets but if human resources were left behind, what were destroyed was often rebuilt.

There is a saying that farm implement cannot use itself in the farm for production unless a farmer uses it. That is to say instructional material cannot be effectively use without adequate manpower. Again, he that blows the flute stops and wipes his nose. That is to say motivation encourages good production or motivation enhances productivity.

In conclusion, the result obtained from this study shows that improper utilization of human resources, low level of manpower (workforce), made inadequate motivational strategies such as staff development, staff training and frequent changes in government policies affects the productivity of the school.

Hence, improper human resource management has negative effect on the productivity of the college, thus leading to low productivity.

5.3 **Recommendations**

Sequel to the findings of this research work, the following recommendation was highlighted to ameliorate the pit-fall in the management of human resources in the school and in Nigeria at large.

1. The school authority in collaboration with the ministry of education should sponsor teachers to attend in-service training.
2. Creative and resourceful teachers should be rewarded and motivated adequately.
3. The ministry should make funds available for teachers through the school allocations for conferences, workshops and seminar programmes.
4. Government policies and action should be such that will promote job security for workers if a worker enjoys job security he develops a sense of belonging and this promotes productivity.
5. The government of the federation should pursue socio-economic policies that will generate happiness and patriotism among Nigeria workers and not policies that will overstretch and over burden their economic power.

6. Viable federal character principle. The principle of federal character in the federal civil service should seriously be put into account, qualification, experience and suitability of candidates for appointments and promotion.
7. Ministry of Education should protect and encourage their workers by enforcing legislations that are aimed at motivating workers and provision of infrastructure that will nurture the productivity of their staff.
8. Organizations should try an adopt MBO that is management by objectives.
9. Staff care in terms of health services and conducive working environment should be in the mind of the school authority.
10. Recruitment should be based on ability and expertise. Proper qualification should be the cardinal guides and yardstick for employing staff for civil service work.
11. Speech and prize giving day should be students and staff centered as this will serve as a source of performance appraisal to staff.
12. Redundant post and services should be cleared.
13. Manual disciplinary and reward measure show be published to act as a guide to every civil servant.

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APPENDIX I

Department of Public Administration
Faculty of Management Sciences
Usmanu Danfodiyo University,
Sokoto.

Dear Sir,

RESEARCH QUESTIONNAIRE

I am a Postgraduate Student in the above named department working on a research project for the partial fulfillment for the award of a Master's degree in Public Administration.

The objective of the research is to study and examine how FGGC Gwandu has been surviving with the application of effective Human Resource Management and Service Delivery concept.

Your co-operation is therefore highly solicited. Be assured that confidentiality as regards to your answers will be highly maintained.

Thanks you.
Yours truly

Halilu Abubakar
08065717745

SELECTION A

PLEASE TICK THE APPROPRIATE BOX AS REQUIRED.

PERSONAL DATA

1. Sex:
 - (a) Male ()
 - (b) Female ()
2. Age
 - (a) Below 30 years ()
 - (b) Above 30 years ()
3. Marital Status:
 - (a) Single ()
 - (b) Married ()
 - (c) Divorced ()
 - (d) Widowed ()
4. Highest Education Qualification
 - (a) Second degree ()
 - (b) First degree ()
 - (c) Diploma ()
 - (d) Others specify.....
5. Working Experience
 - (a) 1- 4years ()
 - (b) 5 - 8years ()
 - (c) 9 – 14 years ()
 - (d) 15 years and above ()

SELECTION B

1. Which department of the institution do you belong to?
 - a. Administration ()
 - b. Work and services ()
 - c. Academic ()
2. Are you satisfied with your work?
 - a. Yes ()
 - b. No ()
3. Is adequate motivation responsible for your satisfaction?
 - a. Yes ()
 - b. No ()
4. Have you been adequately trained or sent for further studies or workshop by the ministry?
 - a. Yes ()
 - b. No ()
5. If Yes, has it enhanced productivity in your organization?
 - a. Yes ()
 - b. No ()
6. If No, has it enhanced productivity in your organization?
 - a. Yes ()
 - b. No ()
7. With the level of work experience in your organization, are you due for study leave?
 - a. Yes ()
 - b. No ()
8. If Yes, have you been granted any?
 - a. Yes ()
 - b. No ()
9. Do you receive prompt promotion and commendations as at when due?
 - a. Yes ()
 - b. No ()
10. Is your regular promotion responsible for your productive output?
 - a. Yes ()
 - b. No ()

11. When denied opportunity for promotion, advancement and personal development, do you feel bad?
a. Yes () b. No ()
12. What impact has the above on you productivity recently?
a. Positive () b. Negative ()
13. Do you effective with you superior officers?
a. Yes () b. No ()
14. Does the relationship between you and your superior enhance productivity?
a. Yes () b. No ()
15. How often do the management carryout seminar or workshop in the college so as to enhance productivity?
a. Always () b. Occasional ()
16. What impact has these (seminar, workshop, training) on the performance of the students and the productivity of the college in general?
a. Positive () b. Negative ()

Thank you for your time