ABOUT THE BOOK

Fundamentals of Human Resource Management in Nigeria is a classic and prototype textbook that provide clear and concise background to the ideas, principles and practices of Human Resource Management in Nigeria. It is designed principally for both undergraduate and postgraduate students of Behavioural Science –Public Administration, Business Administration, Industrial Relations, Psychology, and other related courses. The book is suitable for managers, research institutes, policy makers, and students studying independently for professional examinations.

Each topic in the book has been systematically discussed and amply illustrated with practices in Nigeria. As a result, the book will be found very useful not only by students, but also by managers, research institutes, policy makers and professionals who required a good knowledge in the study of HRM.

ABOUT THE AUTHOR



Cinjel, Nandes Dickson, the author, has considerable experience both as a researcher and teacher of HRM at both undergraduate and postgraduate levels. He is a Senior Lecturer in the Department of Public Administration, Federal University, Wukari, Taraba State. He is currently the Acting Director, Centre for Research & Publication, Federal University Wukari. He is a holder of PhD in Public Administration (CIA), Chartered Institute of Management, Institute of Strategic Management and Nigerian Political Science Association (NPSA).

His teaching and research interest includes: HRM, Development, Inter-governmental Relations and Governance, Public policy, National and Transnational conflicts. He has contributed several articles and essays in reputable local and international journals and books; encompassing wide varieties of subject.

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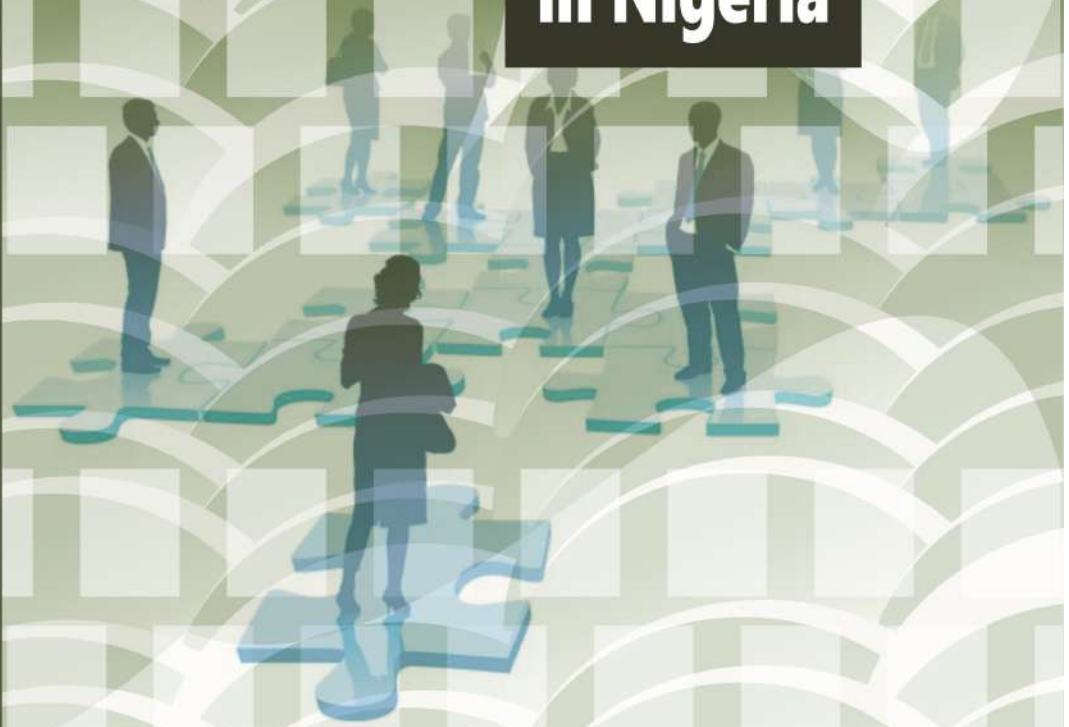
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Fundamentals of Human Resource Management in Nigeria

CINJEL, NANDES DICKSON

Fundamentals of Human Resource Management in Nigeria



CINJEL, NANDES DICKSON
BA, MSc, PhD

FUNDAMENTALS OF HUMAN RESOURCE MANAGEMENT IN NIGERIA

(NEW EDITION)

CINJEL, N. DICKSON
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PREFACE

Human Resource Management (HRM) is the strategic way to manage workforce to achieve better organizational performance. It aims to attract, manage and retain employees who contribute to the success of the organization. HRM encompasses various functions- Retirement, selection, training, performance management, compensation, among others. Effective HRM is essential for all organization irrespective of its type, size and the workers employed. Primarily, its focuses are to acquire and cultivate talent and improve cooperation among workforce.

The economic realities of the past periods have been an interesting period of change and survival to most organizations - public or private, profit or non-profit making, formal or informal, faith based and non-faith based, etc. These challenges have forced many organizations to rethink the way they manage their HR. More recently, the renewal from these challenges have presented many organizations with numbers of different opportunities and threats. This is why only the best ones that survive and thrive in such trying time. The big question that a lot of persons have failed to ask is what makes some of the organization more successful than others. The simple answer is to have the right people as member of the organization as the popular aphorism says *people make the place*. The saying tells us that employees are the most valuable asset of any organization. HRM focused on human beings in an organization and the management of man is very important and challenging job because of the dynamic nature of his needs, aspirations and interest.

The book provides basis to ideas and development in HRM. It is a holistic text that covers wide range of HRM topics. The book also aims to stimulate further reading and thinking about the subject of HRM by signposting a wide range of issues. In the book, chapters are grouped by topics and are also arranged in a logical sequence so that whilst the subject matter is wide ranging and sometimes quite complex, it is possible to see some development of the body of knowledge that is called HRM. The book can be used as a class-based text-book or as a practice manual for independent self-study. The basic topics of the textbook are grouped into nineteen (19) chapters, forming the major

building blocks of the subject. This will enable readers to focus on particular topics, or to work through them systematically, depending upon need or performance.

The questions at the end of each chapter can be used to check understanding, or to raise issues with tutors and/or fellow students. The reading lists are founded on the many other texts referred to within the book and it is hoped that readers will seek these other texts, old and new, in order to see for themselves how key ideas have been expressed or developed by key HRM theorists. In this respect, the current book is a guide to the work of other writers and an encouragement to wider reading. The glossary provided at the tail end of the textbook is intended to reinforce some of the definitions referred to in the main text.

Cinjel, Nandes Dickson, Ph.D

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I owe a debt of gratitude to my parents – Mr. and Mrs. Stephen Kwarvul, who gave me a sound education and brought me up to be a man.

I take this opportunity to thank all authors and authorities whose work in one way or the other have been used (citation, quotation, interview and suggestion). I thank all others who in one way or the other gave me the necessary incentive which led to the successful completion of this work.

Any error of omission or commission, principle or compensation is mine, and I bear responsibility for them. I seek your suggestion to improve the book to makes it more edifying and informative to our dear readers.

DEDICATION

This project is dedicated to God and to my parents
(Mr. & Mrs. Cinjel Stephen)

Chapter One (1)

General Introduction

Introduction

The success or failure of an organization depends on how it effectively manages its personnel. Human resource management (HRM) is the consistent and productive approach toward the management of employees who are the most valued assets of an organisation. The personnel are the life-wire and backbone of every successful organization. Even with the application of technology, it is the human resources that will still operate the machines. The importance of the human element at work cannot be overemphasized.

It may not be an understatement nor do an overstatement to declare that the more competent and efficient an employee is, the more effective he becomes and this translate to the productivity of the organisation. The simplest and easiest way to know and understand the value of the human element at work is to build an organisation, be it school, business, hospital or whatsoever. You can build structures and furnish them with the state-of-the-art facilities, but if you employ unqualified and incompetent personnel, if it were a school, the students will be half baked; if it were a business, it will collapse; if it were a hospital, patients will be dying. Personnel need to be handled with caution. They are the key that unlocks the door of an organisation. What makes the organisation is the human factor; other factors are just an abstraction.

This chapter looked at what is "human resource management" and why it is called personnel management, personnel administration and many other descriptions. The chapter also looked at the features and objectives of HRM. The chapter also looked at

the features and objectives of HRM. The chapter also looked at the evolution of HRM (globally and in Nigeria).

What is Human Resource Management (HRM)?

The concept of human resource is also known as personnel management, personnel administration, industrial relation, etc. in the time past. The description "personnel management" was a more usable concept. Human resource management is the modern or recent description that is used to describe the term. The concept has been defined by different scholars in different ways. According to Sharma, Sadana and Kaur (2003), it is a branch of administration which can helps an organisation in the management of personnel resources with the use of well thought out principles, practices and rationalized techniques in selecting, retaining and developing personnel for the fulfillment of organisational objectives systematically and scientifically. They went further to state that it is the art and science of planning, organizing, implementing and evaluating the personnel resources in any organisation to ensure their best use for the achievement of the objectives, goals and targets of an organisation.

The National Institute of Personnel Management (NIPM) has defined it as:

> That part of the management function which is primarily concerned with the human relationships within an organisation. Its objective is the maintenance of those relationships on a basis which by consideration is the wellbeing of the individual, enables all those engaged in an undertaking to make their personnel contribution to the effective working of that undertaking.

In the same direction, Jucious (2010) defines human resource management as that field of management which has to do with planning, organizing, directing and controlling the functions of procuring, developing, maintaining and utilizing a labour force such that:

- The objective for which the company is established is attained economically and effectively.

- The objectives of all levels of personnel are served to the highest possible degree.
- The objectives of the community are duly considered and served.

Pigors and Myers (1985) say that human resource management or personnel management is a method of developing potentialities of employees so that they get maximum satisfaction out of their work and give their best efforts to the organisation.

Flippo (1980) sees it as the planning, organizing, directing, and controlling of the procurement, development, compensating, integrating, maintenance and separation of human resources to the end that individual, organisational and societal objectives are accomplished. Ubeku (1975) sees it as a process of handling staff matters and this includes – procurement, selection, placement, staff development, compensation, and even retention. Mathias and Jackson (1997) see it as the design of formal system in an organization to ensure the effective and efficient use of human talent to accomplish organizational goals.

An analysis of the above definitions shows that human resource management:

- Is a part of the management process in the organisation
- Helps the organisation in the management of personnel resources with the use of certain principles, practices and techniques
- It is concerned with the human relationship in the organisation
- The development of the potentialities of employees
- The accomplishment of the objectives of the organisation in most efficient and economic manner
- The management and development of human element to attain the goal of the organisation.

Objectives of Human Resource Management

Every activity or exercise in an organisations aims at achieving the purpose for which it was established. The objectives of human resource are:

(a) Achievement of Goals of the Organisation: The main objective of the personnel administration is the achievement of the goals of an organisation. To achieve these goals, it must be ensured that the human resources are effectively utilized. This requires that the personnel agency or department or unit should design and establish an organisational structure with effective working relationship among all the members of the organisation. The unit in charge of the personnel administration should create a soothing environment for the employees to secure their integration so that they may feel a sense of involvement, commitment and belonging in the organisation.

(b) It is concerned with the Human Element in the Organisation: This is one of the objectives of human resource management. It deals with people at work. For an organization to be successful, it must develop and make use of its employees. It is the employees that make the organization. The success of an organization depends on how it develops and makes use of its employees.

(c) It is an Integral Part of Management: Every administrator or manager, irrespective of his or her job or level, has to deal with the people- workers, personnel, staff. A good organization and its management should know how to get the maximum best out of its employees and how to win their cooperation in getting the task done. A good HRM must possess human relations skills.

(d) Human Resource Management is the Responsibility of the Management: This responsibility cannot be completely left to the personnel agency created within the organisation because that agency performs only the operative functions like recruitment, training, development, etc.

(e) Human Resource Management is a Pervasive Function: HRM is inherent in all enterprises. It is a basic management function performed at all areas of management such as production management, financial management, etc.

(f) It is a Continuous Function: It is a function which every manager has to perform on a daily basis. It cannot be practiced only in an hour each day or one day in a week. Human resource management requires a constant alertness and awareness of human relations and their importance in every day operations.

(g) It Ensures Organisational Effectiveness: Human resource management aims at supporting activities, programmes and functions in an organisation in order to achieve organisational effectiveness. Distinct human resource practices shape the core competencies that determine how an organisation function (Cappelli & Crocker-Hefter, 1996).

(h) It ensures Human Capital Management: The human capital of an organisation consists of the people who work there and whom the success of the organisation depends. Human capital has been defined by Boritis et al. (1999) as the human factor in the organisation; the combined intelligence, skills and expertise that give the organisation its distinctive character. HRM is not only concerned with the human element but it also manages, harnesses and utilizes them in such a way that it will help the organisation achieve its goal.

(i) It Ensures Proper Reward System: HRM aims to enhance motivation, job engagement, and commitment by introducing policies and processes which ensure that people are valued and rewarded for what they do and achieve and for the levels of skills and competence they reach.

(j) Employee Relations: The aim of HRM is to create a climate in which productive and harmonious relationships can be maintained through partnership between management and employees and their trade unions.

Characteristics of Human Resource Management

Some of the notable characteristics of Human Resource Management are as follows:

(a) **Diversity:** This is one of the characteristics of HRM. It has many models, approaches and strategies. The simple justification for this is that, organisation has many workforces with many differences and different orientation and background. Hendry and Peltigens (1998) argued that the better descriptions of structures and strategy-making in complex organisation are the framework for understanding them and these are an essential underpinning for HRM. According to Storey (1989), there are two dimensions of diversity and these according to him are: The hard and soft HRM. He states that the hard version of HRM emphasizes that people are important resources through which organisations achieve competitive advantage. These resources are required, and must be developed and be deployed in ways that will benefit the organisation. It is a philosophy that appears to managements who are striving to increase competitive advantage and appreciate that to do this; they must invest in human resources as well as new technology. The soft version of HRM traces its root to the human relations school which emphasizes communication, motivation and leadership. According to Storey (1989), it involves treating employees as valued assets – a source of competitive advantage through their commitment, adaptability and high quality.

(b) **HRM is Strategic by Nature:** This is also one of the characteristic of HRM. HRM attaches worth to strategic integration and this flow from top management's vision and leadership, which requires the full commitment of people to it. In this regard, we can talk about organisational culture which the personnel have to imbibe and be fully aware of so as to act in line. Guest (1987) believes that this is a key policy goal for HRM and it is concerned with the ability of the organisation to integrate HRM issues into its strategic plans to ensure that the various aspects of HRM cohere and to encourage line managers to incorporate an HRM perspective in their decision.

(c) **It is Commitment-Oriented:** The importance of commitment and mutuality was stated by Walton (1985) when he stressed that the new HRM model is composed of policies that promote mutuality – mutual goals, mutual responsibility. They theory is that policies of mutuality will elicit commitment, which in turn

will yield both better economic performance and greater human development. Guest (1987) wrote that one of the HRM policy goals was the achievement of high commitment – behavioural commitment to pursue agreed goals, and attitudinal commitment reflected in a strong identification with the enterprise. This implies that for commitment to an organization's goal to be generated, both the employer and employee must be committed to keeping their terms of agreement.

(d) **The Principle of People as Human Capital:** This is also one of the strategic features of HRM. The principle states that people should be regarded as assets rather than a variable cost. In other words, treat them as human capital by using etiquette, decorum and fairness when relating with the employees in an organization. It is only through this asset that employer's objectives can be realized. HRM philosophy, as mentioned by Karen Legge (1995) holds that human resources are valuable and a source of competitive advantage.

(e) **Principle of Unity of Purpose:** This is also one of the principal attributes of HRM. The HRM perspective on employee relation is basically unitary. It is believed that employees share the same interest as employers. The success of an organisation depends on how it integrate it interest along with that of its employee. There can be divergent interest as the pluralist would say, but a good HRM should create room for congruence.

(f) **It is Management-Driven by Nature:** HRM can be described as a central, senior management-driven strategic activity that is developed, owned and delivered by management as a whole to promote the interest of the organisation that they serve. It is perceived that HRM policies and practices, when applied within a firm as a break from the past, are often associated with words such as commitment, competence, empowerment, flexibility, culture, performance, assessment, reward, teamwork, involvement, cooperation, harmonization, quality and learning.

(g) **It is Business Driven:** This is also one of the essential attributes of HRM. HRM is largely based on a management and business-oriented philosophy. It is concerned with the total

interests of the organisation. It is not that the interest of members of the organisation should not be recognized but it should be subordinates to that of all; a term Fayol called the subordination of individual interest to general interest. Modern HRM seldom cherish subordination; it emphasizes congruence – a balance in all parties would be satisfied. Hence, the importance attached to strategic integration and strong cultures, flows from top management's vision and leadership, which requires people who will be committed to the strategy, who will be adaptable to change and who will fit the culture.

Evolution of Human Resource Management

The history and practice of human resource management has no precise date. The practice predates the coinage of the concept. The coinage of the word is an invention of the 19th century. It was first known as personal management and later it was called the human resources management. Theological documents assert that the first practice of HRM started with God. They state that during the creation epoch; He works and after the creation of man on the sixth day, He rested. The assertion tried to create a correlate between the science of work and rest; this is akin to what the human relation called leisure (to reinvigorate and strengthened the process). They went further to narrate how Adam whom they see as the first manager was asked to take charge of all activities- manages the garden, all the values (plant and animal) and his wife (Cinjel, 2022).

Archeological and anthological records linked the origin of HRM to the early man. They stated that the early man was a product of several transformation- Homo Habilis, Homo - Erectus and the present man whom is known as the Homo sapiens. They are of the view that right from the evolution of early man he works to gather fruits and hunts for wild. They stated that the success of his activities lies in his strategies- how he plan, organize, coordinate and motivate himself. Group formation and co-existence is a creation of a modern man which they called the Homo Sapien.

Philosophers adduce that renewed personality of history such as Socrates, Plato, Aristotle, Machiavelli and many others also contribute to the development of HRM. It was believed that the concept of fairness and justice which Socrates advocate is the same with what he sees as equity and fairness in HRM. Plato also contributed to the development of HRM through his teaching of Justice, group dynamic and interpersonal relationship. Plato also talks on the importance of dynamic which he stressed that it is bound to happen in a group. He also emphasis the importance of interpersonal relationship in a group and this is presently known as industrial relations. The justification for justice is akin to what is known as equity, compensation and orderliness that it is imbibed by the nowadays organization. Aristotle also plays a tremendous contribution to the development of HRM. Aristotle introduces what is known as "type of citizens" which is akin to "type of workers". Aristotle classified citizen's into-slave (workers without right), mechanics and labourers.

The modern classifications are: professional, administrative, clerical and executive. The modern classification was a mimic from the classification of citizens by Aristotle. The only differences between the classifications are that the modern classification linked them to the whole of the state while the latter focused on a formal organization. Aristotle also came up with the form of government and these are: aristocracy, monarchy and oligarchies. He advocated that aristocracy is the best because it seeks to produce the best person as the leader. In modern practice, the act of seeking for the best workers is by adhering to the principle of meritocracy. In all formal organization, condition of service and manpower plans advocated that Recruitment, selection and appointment should be based on merit and it is aristocracy in disguise. Niccolo Machiavelli in his work "the *Prince"* also contributes to the development of personal management. Machiavelli advocated the worth of morality in a state and typified it into 3 and these are: Private, Public and Citizen Morality. The morality Machiavelli is juxtaposing is akin to what is known as "workplace orderliness" and "job structuring" (Cinjel., Lumi, & Chujor, 2017).

Theories of managerial and administrative persuasion also plays prominent role in the development of HRM. Fredrick Taylor introduces reward which is akin to what is seen today as compensation. He equally re-invented a new science of work through what is known as "time and motion study" and the "importance of foremanship" on the job. Henri Fayol introduces several concepts that added flair to the practice of HRM. Notable among them are equity, hierarchy, and scalar chain, unity of purpose, orderliness and team work-These are important facet of modern HRM. Elton Mayo and his associate advocated the need to give more value to the worker over the work and the importance of informal relation in a formal setting. Mary Parker Follet also introduces modern way of resolving conflict in an organization (dominating integration and compromise). She also talks about effect of bossism, leadership and the value of the worker. Marx Weber also plays prominent role to the development of HRM. Weber was the first to advocate for Hierarchy, merit and use of rules in a work place. Even though, it comes with some terms like bottleneck and red tape but it contribute to the growth of HRM and managerial practices.

Historians and historical record show that HRM is dated back from ancient practices. They stated that HRM was practiced when the world was existing as - a kingdom, empire, caliphate and civilization. Their postulation was that the mentioned groups have series of specialized workers who assisted the entity in carrying out its work. This school of thought also stressed that groups like army, officials at the palace and sub divisions like districts, wards and villages function effectively because of how HRM was effectively being practiced.

Industrial revolution which spanned from 1740 to the mid 18 century also plays crucial role to the practice of HRM. Records and anecdotal documents show that during the era, the science of work was defined; there was more emphasis on job structure, specialization, professionalism, industrial relations, division of work and many others. These mentioned attributes are common practices in HRM and management (Cinjel., Joji & Joseph, 2020).

The series of events in the later part of early 18th century such as the great depression of 1819, the scramble for the partition of Africa, colonialism and the events in the 19th century, the first world war, the great depression of 1929, the Second World War, the granting of independence to most developing societies, amongst others contributed to the development of modern HRM. It was in the 19th century that courses like public administration, business administration, industrial relations and organizational psychology were developed to aid and guide the practice of HRM. It was during this period that formalize work process was reinvented in England and this gave rise to North Staffordshire workers union, Nottingham framework knitters, London building workers, the Glasgow cotton spinners revolt in 1837 and the protest of textile workers in the midland in 1847. It was also during this period that arbitration act of 1824 was introduce to formalize and define dispute management method, condition of services and other ways to tackle workers grievance and harmonizing workers-management relations in industries. In 1929, the formation of employer's association was a response to the pressure mounted by the industrial welfare workers in the industries and it quest for better recruitment and employment techniques, staff development, health and safety working conditions. It was the association that later transmuted to institute of labour management in 1929 and was headed by Dr. C. H. Northcott who also worked with Lt. Col. Urwick in the Institute of Industrial Administration (Cinjel, 2022).

In Nigeria, the history of HRM can best be understood when it is linked to the British merchants, the missionaries and colonialism. The nation state known as Nigeria was a separate territory administered by the diverse ethnic groups. All the groups have their traditional practices and how their kingdoms are administered. The most notable of the kingdom were the Hausa-Fulani emirate system, the Yoruba kingdom and the Igbo kingdom. There are several groups with different types of administration but the aforementioned are the predominant ones. In the Hausa-Fulani emirate, the king is the leader of the emirate but he manages the emirate with the help of the following officials: Waziri (police head), Madaki (chief military head), Galadima (administrators in the palace) and many others. In

the Hausa-Fulani emirate system the Galadima perform the function of the HRM on behalf of the emir. In the Yoruba system, the king who is known as the Oba rules with the help of other staff. These are the king's makers (Oyomesi), the Orakankafor (chief commands), the Bashrum and the Alafin. In this system the Oba and the council carried out the function of HRM. The Igbo system which is cephalous also has some touches of the HRM. The system they practiced was gerontocracy; a system where an aged person in the family chairs any gathering. The aged person is just a figure head and decision must be taken by all male at the market square. The kingship and warrant chief was an invention of the colonial consult. The HRM was carried out by all matured men and the Affo Title Holders (Cinjel, Bur & Danladi, 2020).

The emergence of the missionaries, the merchants and the subsequent taken over of the territory by the British after the Berlin conference ushered ways for the modern practice of HRM. The missionaries came and only gave emphasis to faith based activities. The churches they planted were functional and successful because HRM managerial functions were adopted (planning, organizing, directing, etc.). The merchants came and introduced wage system and tried to classify work into two (professional& non-professional). The arrival of the British and the subsequence amalgamation of the North East and West was the watershed in the history and practice of HRM in the country. Some of the events that sharpened the practices of HRM are: the call for labour legislation to promote industrial harmony by Sir Lord Passfied (the then secretary of state for the colonies), the trade union ordinance which came into effect on April, 1939 and the Nigerian Civil Service union that was inaugurated on August, 19th, 1912. The emergence of Nigerian Union of Teacher in 1931, the establishment of the ministry of labour and employment in order to curb workers' demands and regulate their general conditions of service in the country. The activities of HRM increased after the country had been granted independence- the creation of Midwest region in 1963, the creation of 12 states in 1967, the expansion of state to 19 in 1976, the addition of 2 in 1987 and the expansion to 36 in 1996. Civil Service Commission was created for the federation and in each of the states and Abuja to take charge of responsibilities of recruitment,

placement, promotion and discipline of senior civil servants as from salary grade levels of 07-17 as 16 as the case may be (Cinjel, 2022).

There were several reforms on how the practice can be made effective. Some of these reforms that sharpened the positive practices of HRM are: Pre-independent-Harragin Commission (19-16) Foot commission(1978), Gorsuch Commission(1954), Mbanefo Commission(1959) and post independent reforms- Udoji Commission (1972), William Commission(1988), Onosode commission(1981), Fulton Report of 1969, Ayida commission, and Ashby Commission of 1962.The statute of General Application of 1900 empowers the country to deal with matters of employment and industrial relations were applicable in Nigeria (Cinjel, 2022).

Who is a Personnel Manager?

A personnel manager also known as Human resource manager is a staff officer who is not in the direct chain of command in the organization (that is, it is not a line function). Its duty is to give advice to the line officers about the personnel policies and problems. He is a specialist who performs specialized functions. The unit or division of the organization the HRM belongs is known as personnel department or agency. The chief executive can only relate to the work force through the Human Resource Manager or Personnel Manager; he or she is concerned with the human aspect of work done in the organization.

Reasons for Creating Personnel Department

A good organization should have a department that handles personnel issues. This is because of the worth of the work force in an organization. It is the human elements that coordinate all other aspect of the organizations. Some of the reasons for establishing the Personnel Agency in an organization are as follows:

a. **Administrative Convenience:** The personnel agency is created in most organization to harmonize all issues on work force in one place. The unit deal specifically with issues that affects the worker and the HRM or PM is a specialist who is

trained to handle this task. The establishment of the unit makes work very simple and easy.

b. **It Simplicity Coordination:** If all department were to be left to handle issues of their personnel, the cost of doing that would be much and there will be variation on how issues are treated among different department within an organization.
c. **Equal and Uniform Application of Rules:** When a specialized agency is created to handle the task, the application of rules and treatment of issues would be uniform.
d. **Time is saved:** When there is one central unit or a specialized unit that handle all issues on staff, recording, communication and feedback will be done within a shorter period of time.
e. **Complex Nature of Human:** Human elements are not like other factors in an organization. If they are not properly taken care of, performance and efficiency will decline.

Function of Human Resource Management

There are several classifications of what is seen or known as the function of HRM or PM. Several scholars have come up with different categories of functions that are performed by HRM.

According to the National Institute of Personnel Management (NIPM, 2023) there are 3 functions of personnel management and these are:

a. **Welfare Aspect:** This deals with working conditions and amenities in the work place like – canters, crèches, housing, personal problems of workers, schools and recreation.
b. **The labour or Personnel Aspect:** This are issues strictly on the job and includes things like – recruitment, selection, placement, remuneration, promotion, incentive, productivity.
c. **The Industrial Relations:** This has to do with workers relationship with the employer or management. It looks at activities like trade union, collective bargaining industrial settlement and disputes, joint consultation etc.

According to Dale (2003), HRM has seven functions and he categories them as follows:

- Setting general and specific management policy for organizational relationship and establishing and maintaining a suitable organization for leadership and cooperation
- Collective Bargaining, contract negotiation, contract administration and grievance handling
- Staffing the organization, finding, getting and holding prescribed types and number of workers
- Aiding in the self-development of employees at all levels, providing opportunities for personnel development and growth as well as for acquiring requisite skills and experience
- Developing and maintaining motivation for workers by providing incentives
- Reviewing and auditing manpower management in the organization
- Industrial relations research; carrying out studies designed to explain employees behaviors and there by affecting improvement in manpower management.

Strauss and Sayles (2001) came up with ten (10) categories and this are:

- Recruitment, selection and placement
- Job analysis, job descriptive and job evaluation
- Compensation and appraisal plans
- Employment records
- Employee benefit programmes
- Special services
- Training and education programmes
- Labour relation
- Public relation
- Personnel planning and evaluation

Several scholars like Nwachukwe (2001), Ngu (2003), Flippo (1975), Yesefu (1980), Armstrong (2009), Ubeku (1975), Onah (2001), Cole (2007) and some others came up with the two subsumption and there are:

a. Managerial and
b. Operative functions

a. Managerial Functions: These are those task focused on conduct of the affairs of the organization. It is more

encompassing and deals with the work and the workers. The facet of the managerial functions are:

i. **Planning:** This is the first and the most important function of management. It is the establishment of objectives, stating the strategies to achieve them and a step by step determination of the activities and resources necessary to achieve them. The primary aim of planning is to prepare and predict future events; the setting of course of action and how to achieve them.
ii. **Organizing:** This is another function of management. It is fundamental to human nature. It is a process of bringing together individual efforts to accomplish a common objective. It is the establishment of the formal structure of authority through which work is sub-divided, arranged and defined to achieve set goals
iii. **Directing:** This means issuing orders, commands, instructions and embodying them for the guidance of the workforce.
iv. **Coordination:** This mean harnessing various aspect of the work and also eliminating overlaps and conflicts in the different activities of an organization.
v. **Reporting:** This involves keeping all personnel informed of what is going on, what is to go on and what has gone on. It is how information is shared between diverse facets of an organization.
vi. **Staffing:** This has to do with attracting best candidate, hiring the best candidate, place the worker on the right job and ensuring he or she does the job efficiently. It encompasses all the operative functions and it from this, the need to set certain functions as operative is pointless and uncalled for.
vii. **Budget:** It looks at thing like fiscal planning, accounting and control, i.e. all activities relating to financial management.

b. **Operative Functions:** This has to do with the practical aspect of the job. It focused chiefly on the workforce. The facet of the operative functions are:

i. **Recruitment:** This is the process of searching for applicant with the requisite knowledge and encouraging them to apply for the job
ii. **Selection:** The is the screening of all the job applicants to ensure that the best are given the job

iii. **Placement:** This is the process of ensuring that the hired worker is fixed on the job commensurate to his skills. The matching of the hired applicant with the right job
iv. **Training and Development:** This is the process of acquiring skills, knowledge and know how to improve performance on the job
v. **Compensation:** This has to do with all form of benefits gains and settlement. It looks at salary, wages, allowances, incentives plans etc.
vi. **Separation:** This has to do with how the worker is disengaged or has leaved the job. It looks at retirement, retrenchment, lay-off, dismissal etc.

According to Sharma, Sadana and Kaur (2003), the function of personnel can be subsumed into 3 and they mentioned them as:

a. **Staff Functions:** This deal with things like advises to line managers, provision of information and information management, training and development and helping management in policy formulation.
b. **Operative Functions:** This deal with things that affects the work and they includes – recruitment, training, selective, promotion, industrial relation, compensation management etc.
c. **Welfare Function:** These are those things that promote the wellbeing of the worker on the job. Examples are: medical call, transportation, insurance, recreation, canteens etc.

From the ranges of classification, it may be convenient to come out with an encompassing function. These are:

a. **Labour Function:** this deal with issues of the worker while on the job. It is akin to what others called operative functions. This looks at thing like-recruitment, selection, placement, promotion, transfer, compensation, training and development etc.
b. **Industrial Relation Function:** These are things on the relationships of the workers and employers. It looks at collective bargaining, trade union, strike, industrial conflict and management etc.
c. **Welfare Functions:** These are things that are done to promote the wellbeing of the worker on the job. It includes canteen,

medical care, insurance, housing, transportation, loan scheme etc.

d. **Motivational Functions:** These are those things that are done to ensure that the worker is motivated. A specialist that can make workers motivated is the HRM; no one does this task better than the HRM. In order to ensure that workers are motivated, he or she ensures that:

- The worker is placed on the right job
- Workers are trained as when due
- Good incentive is implanted
- Worker are adequately compensated
- Appraisal performance to see strength and weakness
- There is good fringe benefits and perquisite etc.

e. **Secretariat Functions:** The HRM is a specialist in the practices of administration. He or she does function like

- Ensure that communication flows in the organization
- Manage records and information
- Provide advice to line managers
- Custodian of scheme of work
- Manages manpower plans
- Help management in formulating effective personnel policies

f. **Separation and Disciplinary Function:** The HRM managed issues on worker disengagement (retirement, pension, dismissal etc.) and disciplinary actions (such demotion, suspension, firing etc.)

Conclusion

Human Resource Management (HRM) is an important aspect of the organization that can either spur up or bring the organization down. HRM which is also known as personal management has a lot of activities that is tied to personal performance. The importance of HRM in any organization cannot be over emphasized. The importance can be seen from the increasing number of human resource departments with diverse functions such as: recruitment, training, development, reward and compensation of staff, etc. It is neither an understatement nor an overstatement to declare that the success or failure of any organization revolved round the activities of

the HR department and how it is able to manage the HR variables to achieve expected aims.

This work has been able to discuss extensively, though not exhaustively, some of the HR practices. Attention was given to the meaning of the concept, objectives, characteristics and evolution of HRM. This work on a general note has been able to establish the relationship between HRM practices and employee's performance as well as organizational performance. It should be borne in mind that a good and effective human resources practice leads to improved performance while an ineffective and poor human resource practice will lead to organizational failure and subsequent collapse of the organization.

Revision Questions

(1) What is HRM? Critically discuss the objectives of HRM
(2) What are the basic characteristics of HRM?
(3) Trace the historical development of HRM
(4) Who is a Personnel Manager? What are the reasons for the creation of personnel department?
(5) Discuss the functions of HRM

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Chapter Two (2)

RECRUITMENT IN AN ORGANIZATION

Introduction

This is one of the essential tasks of human resource management. It is one of the first and a continuous task, this is because workers can leave an organization in many ways (retirement, resignation, dismissal, death and many other) and new ones have to be filled back to keep the organisation going.

It is a concept that is erroneous be seen or treated as a fused concept alongside with selection but that is not the case; the mean different thing and each can stand on its own. It is sometimes seen as staffing but it is not; recruitment is just one of the facets of staffing. Staffing means more than recruitment. In this chapter, we looked at meaning of recruitment and the basic features of recruitment. We also looked at some closely related concepts that are associated with recruitment.

What is Recruitment?

Etymologically, the word recruitment evolved from an *old English* word *recruit* and this concept recruit evolved from the French word – recruiter and it denotes new grow. There are several definitions of the concept by different scholars. A lot of them tend to treat recruitment and selection as a fused concept; one variable but they are never the same and are supposed to be treated differently. According to Jackson (2002), recruitment is the location, identifying and attracting applicant for a job in an organization. In the same direction, Yesefu (2010) sees it as the searching and the encouraging of prospective employees to apply for a job in an organization. More so, stone (2011) sees it as the seeking, exploring and rummaging for employees to apply for a job in an organization.

On a different note, Benson (2015) sees recruitment as, the process of publicizing a recent job and encouraging qualified candidate to apply. Ahmed (2015) sees it as the process of declaring a vacant or an unoccupied job blank and available for employment. In the same direction, Kelly (2015) sees it as the process of making unfilled and available position for employment in an organization. More so, Flippo (1975) sees as the process of searching for prospective employees, stimulating them to apply for the job in an organization. From the foregoing definitions, it can be deduced that recruitment entails:

- The process of seeking for the applicants (searching and location)
- Making known to the applicants the available job (publicizing the job)
- The attraction of the capable applicants to apply (Appeal and enticing)
- An invitation to apply (a call)

The essence of recruitment is not just to search and fills; the available space, it means more than that. Its main goal is to ensure that the applicants are those capable and if employed, would help the organization to achieve it set goals and objectives.

Basic Characteristics of Recruitment

Some of the basic attributes of recruitment are as follows:

- **Continuous Exercise:** It is an activity that an organization must do on continuous basis. This is because workers are not mostly static on the job; they must encountered one form of job separation or the other – retirement, death, dismissal, resignation, among others. The space must be filled so that the organization can achieve its set goals and objectives.
- **Open:** This is one of the attributes of a good recruitment. It must be open; so that all those have the capability and interest will be able to apply. If it is close, no one will know of its existence. A good recruitment is that type of recruitment that is wide open, approachable and receptive so that prospective and qualified employee can easily access.

- **Attainment of Organizational Goals:** This is one of the attributes of recruitment. A good recruitment is that recruitment that helps or is tailored to help the organization to achieve its set goals and objective.
- **Competency:** This is one of the attribute of recruitment. Competency is the ability to do something, especially measured against a standard. It is the ability, the skills, expertise, dexterity, know-how and proficiency on a job. The essence of a good recruitment is to attract employees that have this competence so it can achieve its goals.
- **Objective:** A good recruitment should have an objective. The objective is not just to attract capable and competence employee but also to help the organization achieve its set goals.
- **It should be Specific:** This is one of the attributes of a good recruitment. A good recruitment should be specific; it should be explicitly stated, precise and straight to the point. It should be direct and free from ambiguity.
- **Publicize:** This is one of the attributes of a good recruitment. Publicity is an activity of stimulating public interest. A good recruitment exercise should be made known to the public. It can be broadcast through media such as television, radio, magazines, newspaper, internet, among others.
- **Invitational:** This is one of the attributes of recruitment. An invitation is an offer to come or an encouragement to come. A good recruitment should be open only to those that were invited. It is not for everyone; it is only those that are qualified and their service is needed or specifically related.

Related Concepts

S/N	Concepts	Meaning
1.	Recruit	This is to newly enroll or take on somebody as a worker. It is entails to raise an army or to enroll someone in the military force; a new soldier or a member of a military force who has joined it recently. What differentiate it from other concept is that the person employed being a worker or the military is the adjective new.
2.	Employment	This is final stage of selection. This is a work or job to be done by somebody. It is

		the offer for job after selection
3.	Conscription	This is the compulsory enrolment for national service; the obligatory enrolment of citizens in the armed force
4.	Enlistment	This is to enroll somebody in a branch of the armed forces or join the armed forces
5.	Enrolment	This is the list of registered people in an organization. It is a formal or official way of registering a person to become a member
6.	Procurement	This is the process of acquiring or obtaining something or a thing. It means more than employees. It can be goods, services and many other
7.	Hiring	This is the activity of renting something to someone or of making the services of somebody available to another person for a pay

Relationship between Recruitment and Staffing

Staffing is a broader concept that encompasses recruitment; it is not just the number of people working in a place or the provision of workers. It covers wide range of activities such as acquisition, Training, development, promotion, transfer, among many others. Any aspect of the job that affects employee on the job is staffing. Recruitment is a little facet of staffing that entails searching, identifying and attracting prospective employee to apply for the job.

All the aspects that were classified by classical studies as operative functions are constituents of staffing. The two concepts are continuous activities that are done to enhance the productivity of an organization. The recruitment is the starting process of an employee; it is through it that the right applicants are located. It is after the recruitment, selection will commence. Staffing starts from the recruitment down to the day that the worker will be separated on the job. The differences between the two concepts can be seen in the table below.

Differences between Staffing and Recruitment

S/N	Staffing	Recruitment
1. Nature	Acquisition	Searching
2. Duration	Long term and continuous	Short term and continuous
3. Scope	Broad	Narrow
4. Level	At all level	Initial stage
5. Goal	Broad and Long term	Narrow and short term

Sources/Forms / Types of Recruitment

Source is a medium that define the root where a thing is obtained or being found. A source is the origin, the place or basis or thing through which something has come into being or from which it has been obtained. It is that very thing, person, organization or text that supplied information. By sources of recruitment, we mean where recruitment is obtained or gotten; it is the basis, from which information on recruitment is obtained. Sources of recruitment are also known as form or types of recruitment.

Basically we have two sources of recruitment and these are:

(a) Internal source and
(b) External source

(a) Internal Source of Recruitment

The internal source of recruitment is when the recruitment in the organization is generated from within; it is home-based. It is done or conducted or happening inside an organization. It is enclosed within or is done inside without the need to utilize people or potential aspirant from outside.

Strategies of Internal Sources of Recruitment

The strategies that adopted for this recruitment are as follows:

(i). Lateral Transfer: This is a kind of transfer that an employee is moved to a different place but at the same level and the same work. It is another way to fill in job vacancy in an organization.

(ii). Employee's Promotion: This is also another strategy that is utilizes for internal source of recruitment. This is advancement to a more senior job or higher rank, grade or position. It is

done annually in all formal organization. People retired, others are move up to fill the space and works goes on. The shift is a form of filling an existing space within an organization.

(iii). Job Rotation: This is also another strategy of recruiting from within in an organization. Job rotation is a process at which employee are moved to do a different task and still retain the same position and the pay. The essence of the shift is for the employee to be versatile. Most organization uses this strategy as a form of recruiting from within an organization.

(iv). Hiring: This is also another strategy for recruiting employee from the internal source. It involves renting to the organization or making the required service available to the organization for a pay. In this type, the person or the tool is called to come and handle the task for a pay. It is usually base on the agreement, it can be on full time (a full job), part-time, or based on needs. Some organizations uses this avenue to fill their existing vacancy from within

(v). Recall of Previous Employee: This is also another strategy for recruiting employees from within. It involves bringing back a former employee that has left as a result of retirement, dispute with management or was once sacked back to the organization.

Methods of Internal Sources of Recruitment

We have several methods of doing internal source or form of recruitment in an organization. They are:

(a) Job Posting: This is done by declaring the vacancy in the organization open and telling the employees within the organization to apply to fill the existing space.

(b) Skill Inventory: This is the method of re-assessing the database of personnel and sees those that have the skill to be assigned the task. In this method, management only relates to existing records and sees who is qualified to be given the task or function.

(c) Grapevine: It is a path which information spread unofficially from one person to the other in an organization. Grapevine is one of the easiest ways of defining and identifying a worker. It may be unofficial, but it is fast and mostly true

(d) Informal Approach: This is another method of recruiting from within. It is an informal appeal or a request by a management to

an employee who have the skills and ability to come and fill an existing space or to come and handle a particular function or unit. The employee will start from acting capacity and later on, he or she will be confirmed; authenticate using the officials mediums (given a letter and be paid in line with the assigned task).

Advantages of Internal recruitment

Some of the advantages of internal form of Recruitment are as follows:

- **Fast:** The recruitment process is quick, speedy and rapid. It does not take so much time like it is in the case of external form of recruitment.
- **Motivational:** There is some degree of incentive, inspiration, and drive from activities like promotion, job rotation, recall, etc. Workers fill sense of belonging and satisfied when this type of avenue are exploited
- **Costless:** This type of recruitment is less expensive, cost saving and economical. The organization does not need to expend to publicize and invite the potential employees
- **Experience:** In this type of recruitment, the employees used the already wealth of experience they have; they don't need to be trained again as in the case of external source
- **Handiness of Information:** The information which the organization needs are available and at their disposal. Those things that the organization wants are accessible. It is in the database of the organization and the organization has already known them and their abilities
- **It Saves Time:** This type of recruitment is done within a shorter period of time. It does not distract any activities, it unfold why other activities moves seamlessly.
- **Impact on Productivity:** The impact of this type of recruitment on productivity is immediate; it does not take longer period of time.

Disadvantages of Internal Recruitment

Some of the disadvantages of internal form of recruitment are as follows:

- **Sentiment:** This is one of the bad sides of this type of recruitment. It can easily be influence by principal officers of the organization. Most of the people that are favour are sometimes relatives, friends or people whose names is in the good book or record of the management
- **There are rare cases:** There are exceptional instances or cases that this type of recruitment does not work. It does not work when the organization is new or just embarked and it does not work when the skills and expertise is not within the organizations. It does not act as a tool to manage labour turnover
- **Management Impel:** This type of recruitment is mostly dictated by management and any other principal officers. Merit, experience and expertise sometimes is being debased
- **Solitary process:** The process involved in this type of recruitment are not unified or harmonized. It varies and differs unlike that of the external form that is standardized and well defined

External Form or Sources of Recruitment

This is a form of recruitment in which the potential workers are sourced from outside the organization. These candidates that the organization seeks to recruit are not within the organization. It is common with organization that are new, those that have introduces a new facet of work and when the expertise cannot be found from within the organization.

Strategies of External Recruitment

The various strategies that are exploited for this type of recruitment are as follows:

(a) Employment Agencies: This is one of the medium that is being utilized for external recruitment. They are organization that places people in jobs; commercial organization that finds jobs for people or people for job.

(b) Labour Exchange or Job Centre: This is a place where jobs are advertised and people looking for work can receive help and advice on the job they are searching

(c) Hiring Hall: This is an employment agency for union members. It is union operated employment agency where registered applicants are given jobs on a seniority basis by rotation.

(d) Professional Bodies: This also one of the channels of external form of recruitment. Professional bodies or association is an organization composed of member of a particular profession that regulates entry and sets and maintains standard for that profession. Some organization sourced for workers directly from professional bodies; they are asked or being tendered request to provide candidate to fill vacant spaces. In Nigeria it is common will Council of registered Engineers in Nigeria (COREN), Nigerian Bar Association (NBA), Nigeria Union of Teachers (NUT), among others.

(e) Schools: This is also another medium for external recruitment. Schools are institutions that specialize in teaching a particular skills or fields. It can be universities, college of Education, Polytechnics, Mono-technics, research institute and many others. There are several ways in which a school can be contacted for recruitment. These are:

- When the job is new
- When the school is known for producing good workers in such field
- When the organization wants to know about the candidate that has applied

This medium is mostly exploited in societies that are less developed and wants jobs to be filled

(f) Employee Referral Programme (ERP): This is also one of the avenues that can be exploited for external form of recruitment. ERP are programmes that designed to help an applicant have a required skill for a particular job. Example of these are ICAN, ANAN, CIA, ACCA, Professional Diploma in Education, the license of examination of teachers, Nurses, Medical doctors, engineers, etc.

(g) Contract Agencies: This is also another way of recruiting employee from the external sources. Contract agencies are

agencies that are known for recruitment and can be contacted to provide required worker in a field. Most staff that are outsourced are product of contract agencies. The organization after recruitment of the employees, paid them though the contract agent organization.

(h) Unsolicited Application: This is also another way to source for employee from the external source. Unsolicited application is a situation in which an applicant applied for a job within an organization on his or her own; the job has not been declared vacant and has not been advertised. Some organizations invitees such applications for interview.

Mediums of External Recruitment

Some of the ways in which external recruitment is made known to the public are:

- **Television:** This is when jobs are advertised in the television
- **Radio:** This is when jobs or a job is advertised on the radio
- **Trade Journal:** This is when vacant job are made known in the trade journal
- **Magazines:** This is when job vacancy are made known through magazines
- **Newspaper:** This is when job vacancy are in the newspaper
- **Electronic:** Internet, email, Facebook, What Sapp

Advantages of External Recruitment

Some of the advantages of external recruitment are as follows:

- **Attraction of Best Candidate:** Through recruitment, capable and credible applicants can be searched and be employed in organization
- **Improve in Performance/ Productivity:** Through recruitment of credible and competence employees, there will be improvement in the general performance/productivity of the organization.
- **Seamless Flow of Activities:** Recruitment ensures that functions, activities and tasks in the organization flows without distraction and disturbances

Disadvantages of External Recruitment

- It is Expensive
- It must be advertised in the national dailies
- Recruiters can easily be carried out by paper qualification

Advantages/Benefits of Recruitment

- **A tool to checkmates labour turnover:** Recruitment is the only tool that can help to manage rate at which employees leave an organization. Through it, those that have left will be replaced
- **A tool to manage workers Separation:** Recruitment organization helps to fill and replace the space of workers that have been disengaged. Separation is a natural process and the affected workers must be replaced so that work will flow seamlessly.
- **Expand Talent:** This is also one of the benefits of recruitment. It ensures that organization employed wide range of talent; skills that are not in the organization are attracted through recruitment.
- **Boost Morale:** Recruitment through activities like promotion and job rotation helps to boost confidence of employee on the job.
- **It is a Motivational Tool:** Through activities of internal recruitment like promotion, employee development and training, employers are motivated on the job. The sense of belonging and involvement spur workers toward higher performance.

Challenges of Recruitment

Some of the problems associated with recruitment in an organization are as follows:

- **Skill Gap:** This is one of the problems of recruitment. Skill gab is the variation between theoretical knowledge and practice. Most of the employees that are invited for recruitment only have theoretical knowledge; they do lack the practical application or know-how to blend it to real life situation. This is common with both the external and internal form of recruitment.
- **Bias:** This is one of the problems that are common with both form of recruitment. It is more pronounced with internal recruitment. Most at times, the exercise is based on the impel of management (their interest and sentiment).
- **Searching and Attracting the Best:** The conduct of recruitment through external form gives emphasis to more paper qualification; the standards are strictly based on who get and have this in the paper. Studies in recent times revealed that paper qualification is not often the right thing; there are several

instances that candidate with poor paper grade did well in real life or practical aspect and more so, people changes. External recruitment discourages persons with weaker grade; it gives lesser premium to prospective workers with weak paper qualification.

- **Costly Exercise:** This is one of the problems of recruitment through external form. It is capital intensive; a lot of funds must be used for the exercise to achieve its goal.

Recruitment Policy

A recruitment policy is guideline on how recruitment should be done in an organization. It defines what, when and why the recruitment should be done in the organization. They are policy action and direction on the recruitment plan, programmes and process in an organization. The recruitment policy of an organization is built from its manpower plan. The policies vary with organizations and are influenced by several factors.

Factors that Determine Recruit Policy of an Organization

Some of the factors that determine the recruitment policy of an organization are as follows:

(a) Government Policy: This is the policy of a state or government in a state. The policy of recruitment of an organization is built on the general criterion that has been defined by the state. Things like year of service, retirement age, etc. are generated from the policy of the state.

(b) The Policies of Other Organization: This is the policy of other organizations on recruitment. The policies of other organization on recruitment have significant influence on how an organization design it's on policy. It cannot do its own in isolation of others. The policy of an organization on recruitment must flow or be in tandem with what other organizations are doing.

(c) Source of Recruitment: This is another factor that determines the recruitment policy of an organization. A source or form is an avenue in which it is based. It is going to external, internal or

both? The needs and peculiarity of the organization will define the source and the policy on recruitment must be linked to it.

(d) Financial Buoyancy: This is also another factor that influences recruitment policy of an organization. How financially buoyant is an organization determine how it recruits its personnel.

(e) Criterion for Recruitment: The accepted standard set for the recruitment also determine how the policy is design

(f) Needs: The demand, the exigency and the requirement on the job has significant influence on how the recruitment policy of the organization is structured. Every job as its specification and the specification must be reflected in the recruitment policy of the organization.

Why Recruitment is Sometimes Fused with Selection?

- The two concepts are both the function of Human resource
- The two concepts followed each other; it is after the recruitment then you can start the selection. Recruitment herald selection
- The two concepts work hand in hand; one cannot be effective without the other
- The recruitment process cannot be completed without selection process
- The recruitment cycle has selection in it; it is considered as its facet
- The starting point of selection start with recruitment facet i.e. application
- The target of both concepts is to boost performance and productivity.

Differences between Recruitment and Selection

Nature	Recruitment	Selection
Meaning	It is the searching, identifying and attracting prospective workers	It is the screening of the prospective workers to get the best
Faces	It can be an already hired workers	It focused on only applicants that are looking to be hired and during promotion
Goal	To locate and attract applicants	To screen and select the best
Application	It can appear in promotion, job rotation, lateral transfer	It is only on the new job and promotion
Pulse	Flexible and lenient	Rigid and strict
Motivation	There is some elements of motivation in internal recruitment	It is not motivational

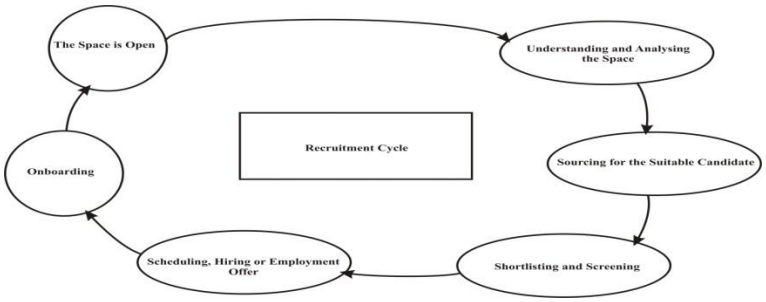
Factors that Determine Sources /form of Recruitment

Whether management or an organization should use the internal or external form of recruitment – both is determined by the following factors.

- Organization policy
- Employment policy
- Recruitment policy
- Recruitment plan of the organization
- The availability of the staff in the organization
- The level of position to be filled
- The number of job positions to be filled
- The condition of service of the organization

Recruitment Cycle

This is the series of action, plan and guide on recruitment. It is an entire process of filling the job in an organization. It starts from when the space is sported, declared vacant, publication and the processes in selecting the required applicants. The stages of recruitment cycle are as follows:



- **The Space:** This is the first stage in the recruitment cycle. This is when the space is spotted and is declared vacant in the organization. It can be either new; it is created or it is caused by job separation.
- **Understanding and Analyzing the Space:** This is the second stage in the recruitment cycle. This has to do with the determination of the space; the nature and content of the available space
- **Sourcing for the Suitable Candidates:** This is the identification, location and searching for the potential

employees. It can be done through the external and internal source

- **Short Listing and Screening:** This is the fourth stage in the recruitment cycle. It is at this stage that the prospective candidate are short listed, invited and been screened
- **Employment Offer:** This is the fifth stage in the recruitment cycle. It is at this stage that the prospective workers are offer the employment
- **Onboarding:** This is the six and the last stage in the recruitment cycle. It is the process by which the newly employed staff or personnel is introduced to the organization

Recruitment Concepts

S/N	Basic Terms	Meaning
1.	Recruitment Plan	These are designed course of action on the recruitment of an organization. It is the outline or layout on how recruitment is to be carried out in an organization
2.	Recruitment Programmes	These are the series or set of activities on how recruitment is to be done in an organization
3.	Recruitment Process	It is the process that involves everything from identifying, attracting, screening, interviewing, selecting, hiring and onboarding employees. It is the series of actions directed toward recruitment goal
4.	Recruitment Cycle	It is the entire process of filling a job vacancy. It starts from when the position is opened up to candidates and ends when a candidate joins the organization
5.	Recruitment Requirement	These are those requirement that is required of a job

Recruitment in the Nigerian Public Service

Public service in Nigeria encompasses the civil services and all the public sectors. There is no unified and harmonized process for recruitment in the Nigerian public service. The Nigerian Public Service Rule (PSR) in section 38 states that every constituent in the public service should carry out its recruitment base on its needs and peculiarities. This thus made the process and practices not to be distinct among all the units that constitute the public sector.

In the Nigerian civil service, the federal civil service commission is saddled with the onus. The commission manages recruitment, placement, promotion, discipline, transfer, retirement, among others of civil servants of the federation. Every state has its own state civil service commission which also performs the same task at the state level. At the local government level, the local government service commission is the commission that handled recruitment practice and other personnel functions. The commission is mostly headed by a chairman and he or she is assisted by the commissioners. All the staff of the federal civil service commission with the exception of the chairman and the commissioners are civil servants directly under the control of the office of the head of civil service of the federation. The federal civil service commission in conjunction with the office of the Head of service of federation oversees the recruitment exercise in the Nigeria federal civil service. The recruitment in the service is done through both the internal and external source. In the internal source, the civil servants are recruited through lateral transfers, promotion, job rotation, among others. In the external source, it is mostly publicized.

The civil service also recognizes, school, professional bodies and contract agencies. In the external source of recruitment, employees are recruited or called for recruitment based on the existing class in the service – Administrative, executive, professional and clerical class. There is a form in which all irrespective of your class must fill; the entire eligible candidate would be slated for attitude test and after the test, those that passed will be invited for interview and after the interview, those that did would be offered

the employment. The commission does not recognize replacement but it considers transfer of service.

In the military, para-military (custom, immigration, etc.), the police force and other agencies and commission such as National Drug Law Enforcement Agencies (NDLEA), National Agency for the Prohibition of Trafficking in Persons(NAPTIP), Economic and Financial Crime Commission (EFCC), Independent Corrupt Practices Commission(ICPC), among many others, recruitment is done based on need. Eligible candidate will be scheduled for different test (physical and aptitude) and training before they are enrolled. This is applicable to the external source. In the case of the internal source of recruitment, promotion, lateral transfer, job rotation, recall and many others are mostly observed. These mentioned organizations do not give room for replacement and transfer of service. A prospective candidate must start from the scratch line. In the case of the military and the police force, they have the commissioned and non-commissioned officers whose recruitment process is different from each other. The Nigerian police Academic Wudil (Kano State) handled the recruitment of commissioned police officers who are trained for the period of five years. Candidate that applied direct and have first degree and higher National Diploma are trained at the National Police College, Kaduna and for a period of a year. Both the two will be placed as Assistant Superintendent of Police (ASP). The recruits are also trained at the National Police College, Kaduna; after the training the will be placed as constable.

The National Army Recruitment Depot in Zaria handled the recruitment of lower ranking or non-commission army in the country. The recruits after the training start as private. The Nigerian Defence Academy (NDA), Kaduna handled the recruitment of commissioned officers. After the training, the officers do start as second Lieutenant officers. In the Nigerian Navy, the commissioned officers recruited are trained at the Nigerian Naval Basic Training School (NNBTS) in Port Harcourt. The non-commissioned Naval Officers are trained in Nigeria Naval Engineering College (Sapele) and the Nigerian Naval College (Oron). In the case of the Air force, the recruitment of the commissioned officers is done at the Air force institute of Technology

while those that would be trained to become non-commissioned officers are trained at the Nigerian Air force Command in Abuja.

Other public service like the Universities, Colleges of Education, Polytechnics, Teaching Hospitals, research Institute, Institute and Commission (like public complaint commission), CBN, Federal Intend Revenue Service (FIRS), the Nigerian Judiciary, among others are given some certain level of discretion to recruit base on their needs and peculiarities. It is the introduction of IPPIS that brought some modifications; the organization must seek the consent and approval of the parent ministry before embarking on such task.

Relationship between Recruitments and Productivity

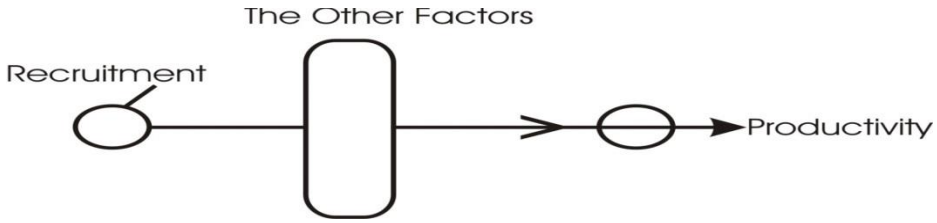
Several studies in the past and at the contemporary period tend to equate recruitments to productivity. Notable of these studies are the work of Sharma, Sadana and Kaur (2003), Nwachukwu (2003), Lucy (2001), Flippo (1975), Yesefu (2020), among many others. These studies believe that the success and functioning of an organization lies on the calibre of persons the organization recruited. They see recruitment as a separate variable that can either aid or deter productivity.

It is a known fact that the quality of recruitment will define the competence that workers display on the job and consequently the productivity of the organization. A competent employee is someone who performs and also helps the organization achieve its goals. But recruitment is not a sufficient variable; it needs other variable in order to flourishes. After the recruitment and selection exercise, the employee needs other facet of the job like good working condition, good working environment, leadership, good compensation, among many others. Without the aforesaid factors, the recruitment on its own will not lead to anything. No matter how competence an employee is in an organization, he needs to be motivated, maintained and be integrated. If this is not done, it will amount to nothing. Apart from being good, the employees need good working environment, relationship, leadership, equipment and many others in order to function well. If any of these said factors is inadequate, the employee can never give out the best despite their lofty skills, expertise and abilities.

The successes of recruitment as a determiner of productivity lies on how effective are other factors (mentioned above). It cannot stand on its own and it needs the other factors to yield result.

Skill gap is also one of the major issues that weaken the stronger bond or positive relationship between recruitment and productivity. Most of the prospective employees do not have they required experience, what they were taught was the theoretical aspect of the job and as such, they must be subjected to another form of training or be allowed to acquired experiences (employee development) before they would be able to contributes meaningful to an organization. Skill gap has made the impact of recruitment on productivity to be slow, gradual and a long process. This malaise is typical of external recruitment where the potential workers are new, fresh and without experience.

Recruitment can only be considered as an effective tool for enhancing productivity in an organization only if other factors (environment, condition of service, compensation, relationship, among others) are sufficiently adequate and being effectively managed. It is a variable that cannot stand on its own and its success lies on other factors.



When the other factors are adequate and effectively being managed, the manifestation of recruitment can become visible and tangible. It will be continuous but not too frequent; when it is frequent, it is a bad omen (High rate of labour turn over). Recruitment in an organization should take a little time; it should not be frequent activity. It is believed that when a newly employed staff has worked for sometimes, he or she should be able to possess some experience to assume responsibilities. He or she should be

able to step in the shoe of his superordinate officer most especially in the case of job separation.

The impact of recruitment on productivity is not mostly immediate; the employees must be developed, grow, be used to the environment and tools before they could give out their best. This is common with external employment and it is because of the time it do take before its positive impact could be felt, most organization preferred to recruit using the internal sources (lateral transfer, promotion, job rotation, recalling of farmer officers, among many others). This is because the impact of the former is immediate and is achieved on a short run.

Conclusion

Recruitment is one of the pivotal functions of human resource management that its impact in an organization can never be overemphasized. The success of any organization lies on the competence of its employees and the competency depends on its recruitment. Recruitment is not selection but it is the recruitment that herald employees' selection; it is when the potential employees are searched and attracted before they would be selected.

In this work, we looked at what is recruitment, sources or forms of recruitment and characteristics of a good recruitment. We also looked at the advantages and disadvantages of recruitment, recruitment policy and cycle, among others.

Revised Questions

1. In table, differentiate between staffing and recruitment
2. Discuss the basic forms of recruitment; states their good and bad sides
3. Critically discuss the relationship between recruitment and productivity in an organization
4. What is the nature of recruitment in the Nigerian public service?
5. Write short note on the following:

a. Hiring
b. Enlistment
c. Conscription
d. Enrolment

6. Discuss the stages in the recruitment cycle
7. Write short notes on:
a. Recruitment Plan
b. Recruitment Programmes
c. Recruitment Policy
d. Recruitment Agency

References & Further Reading

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Chapter Three (3)

Employees' Selection in an Organization

Introduction

This is also one of the importance roles of Human Resource Management. It is mostly seen as a fused concept with recruitment whereas, they are two distinct phenomenon. They mean different things but they work hand in hand; it is after recruitment, then the prospective workers are selected for the job.

In this work, we looked at what is employees' selection, features of a good selection. We equally looked at what are the selection process and the basic issues in the employee selection – test, interview contract of employment and placement.

Employees' selection is an indispensable activity in an organization. It is through employees' selection that the best and capable employees are employed in an organization. It has series of activities and process but its impact on productivity can never be over emphasized. There is no organization that does not require capable and credible employees; this can only be possible through effective selection process.

What is Employees' Selection?

Employees' selection is a new concept that is mostly fussed with recruitment. It is of recent that modern scholars see the need to clearly create a distinction between the two concepts. According to Nwachukwu (2003), employees' selection is a systematic effort to identify the most suitable candidates to fill identified positions in an organization. According to Lucy (2010), Employees' selection is the process of chosen the best set of prospective workers to fill the existing vacant position in an organization. In the same direction,

Sharma, Sadana and Kaur (2003) see it as the process of picking the best and competent applicant to occupy vacant space in an organization.

The Institute of Strategic Management of Nigeria (2008) defines employees' selection as the process of screening job applicant to ensure that the appropriate candidates are hired for the job. Yesefu (2010) sees it as a process in which an organization opted for the best candidate to fill the vacant space in the organization. From the foregoing definition, we can adduce that employee's selection is the systematic process of picking, chosen and opting for the best candidate into an organization so as to it achieve its goals and objectives.

Employees' selection is a very important process which requires planning and objectivity. No organization is better than the people who have made it up. A selection exercise is an indispensable exercise that should never be left in the hands amateurs. The selection of employees has significant relationship to the productivity of an organization; the better the process of hiring applicants and so also the productivity of the organization.

Characteristics of Employees' Selection

A good selection of Employees must possess the following attributes:

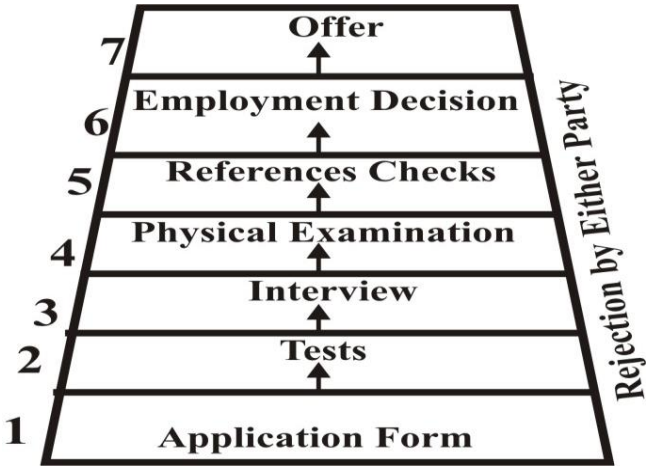
- **Systematic:** This is one of the basic attribute of employees' selection. A good process should be logical, cohered and done in an organized manner. It should have a laid down process and techniques.
- **Defined Process:** This is also one of the attribute of employees' selection. The process that is to be utilized should be properly defined and should be stated in the plans, policies and condition of service of the organization.
- **Professional:** This is also one of the attribute of employees' selection. The task should be done by persons with skills and expertise; it should not be left in the hands of amateur.
- **Linked to Productivity:** It is one of the attribute of a good selection. A good selection process must be connected to productivity; it should have a nexus with productivity.

- **Fairness:** The process involved in the selection should be fair and devoid of human sentiment and bias. It should be transparent and honest
- **Merit:** The essence of the selection is to get the best. The best yardstick to ensure that the best is hired is to recognize the place of merit. If merit is jettisoned, it will definitely affect productivity
- **Need:** This is one of the good attribute of a selection of employees. The selection should be based on needs, wants and expectation of the organization. This will help the organization to avoid situation where unnecessary and unwanted personnel are chosen. There should be specification and it should be based on the need of the organization

Employees' Selection Process

Selection process is set of activities that will help in the selection of the best candidate in the organization. There is no best process of selecting employees in an organization. It varies with organizations but whatsoever; it should possess the mentioned attributes. The notable steps or stages in the process can be seen in the pyramid below.

Figure 1: Selection Division Process



(a) Application/Application Form

This is the first stage of employees' selection. It can be either through application or application form. Some organizations only ask

the prospective applicant to apply and some provide a form to gather the information they are looking for. The application form is also known as *blank*. An application form is a form that is provided for applicant to fill their necessary details that is required for the job. In the application form, a space is left empty for the candidate to write or fill in the blanks. An application in the other is a formal and usually written request for a job. It is normally done when the job has been advertised and the prospective workers are asked to apply. The person that has applied for the job is called the *applicant*. The purpose of either the application or the application form is to help the organization to obtain specific desired information about the applicants. It is through the application or the application form that the organization will be able to ascertain whether the applicant has the minimum academic requirement and the experience to fill the job. It is after going through the application that the organization will be able to know whether the applicant should be called for a test or interview.

Some organization most especially the larger or bigger ones use weighted applications in order to obtain detailed information; they mostly do not believe in the usage of just ordinary application.

The information obtained from the application can be used to determine the relationship between such obtained information and the later performance of the applicant after he or she has been hired.

Attributes of an Application Form

- The expression or the question should be simple
- The questions should be precise and clear
- Question asked should be logical and coherent
- The questions should be able to measure behaviour, experience skills, history of the applicant and his academic details
- Imaginary and invented questions should also be asked to determine the applicant comportment and sense of reasoning
- It is should be partitioned into sections- A, B, C, D, E, etc.
- The things that are mostly asked are: name, age, sex, experience, qualification, former position, intended position, etc.

Importance of Application/Application form

- Through it, relevant information can be access
- It is through the information obtained from it that academic qualification and experience of an applicant are known
- It is through it that an applicant faith is known; whether he or she should be invited or not
- Through it, relationship between the information obtained and later performance of the employee on the job can be equated

Issues with Application/Application form

- Sometimes, the information written are not the same with what some of the candidate tender during interview
- Sometimes, the written information and the paper qualification do not really commensurate actual performance
- It is not a scientific way to determine the actual performance of the prospective worker
- The information provided cannot be used to measure behaviour

(b) Test

This is also a stage in the selection process. An employment or job test is a series of questions, problems or practical task to gauge potential workers or a job applicant's knowledge, ability and experience, skills and competence on a job. It is the easiest way to assess the ability, knowledge and experience of a job seeker. This stage often comes after the applicant has passed the screening process as it is evidence by the information supplied in the application form or the candidate's application. The essence of employment test is to aid the selection. Tests are the most misused and least understood tool in the selection of job applicants. The usefulness of a test as a tool in employees' selection depends on the extent to which it helps the organization to hire the right applicants. A lot of job seekers do not like the idea of job test but at the same time, it is easier to show an applicant his or her score in a test than to explain to him why the panel did not like how he approached a question during an interview. Employment test is not just used to reduce the number of job's applicant; the test help to fish out those

that have the skill, knowledge, ability, competence and experience required for the job from those that do not have.

Qualities of a Test

A good test must possess the following qualities. These qualities are:

(a) Validity: A test is said to be valid if it measures accurately what it intended and designed to measure. A valid test is one that measures what is capable of being used to enhance success. The essence of Validating a test is to:

- Ensure that the content is rich; the subject matter is as expected
- Ensure that the test can influence behaviour
- Make sure that it influence later performance
- Create a nexus between the selection and performance

(b) Reliability: A good test should be reliable. A test is reliable if it is consistent in its measuring ability. A reliability test gives consistent results if it is repeated in some weeks after, the score obtained should not vary; there should be some level of sameness. The essence of reliable test is to:

- Promote consistency
- Reduces variation
- Enhances precision
- Manage variation

Types of Test

There are several types of test. The notable tests are:

(a) Intelligence: This is a test that is done to measure the candidate's ability to learn and adapt to a job position

(b) Skill Test: This is a type of test that is done to measures ability

(c) Interest Test: This is a test that is done to measures the candidate's preference for some activities to others

(d) Personality Test: This is a test that measures person's personality traits and including thing like emotion,

(e) Aptitude Test: This is a test that determines whether somebody is likely to be able to develop the skills required for a specific kind of a job.

(f) Achievement Test: This is a test that is done to assess the previous performance of an employee or a candidate and his or her experience

(g) Psychological Test: This is a type of test that is done to measure the behaviour of the applicant

(h) General Test: This is a type of test that is done to measure general knowledge of the candidate; other aspect that are not in his or her field

Condition for Effective Test

According to Wilson, the following conditions are important for effective use of test:

- The test should be weighted in the context of the applicants employments test
- Make sure that the test is right for the job in question
- Beware of the differences in what different test try to measure
- Use tests that have both general and specific norms
- Try the test on present employees before adopting it
- Use tests that have as high a selection ratio as possible
- It should be based on the job applied

Test should also be conditioned on the following:

- If it to be done on the job (already hired workers), it should be on their task or their job
- The questions should precise and clear
- It should not be double barrel
- It should have some imaginary; be invented so as to test the reasoning of the applicant
- If it is objective, there should be many options to avoid guess work
- It should be tailored toward productivity
- It should be centered on the organizational goals and objectives

Importance of a Test

- They are objective if they are appropriately design
- It is less biased than other device that are used in the selection process
- It is easier to be marked and quantified
- It measures mental ability of an applicant within a shorter period

- Apart from reducing the size of applicant, it help to sort the good ones from those that are not good

Issues with a Test

Some of the challenges associated with the usage of a test are as follows:

- It is the most used and the least understood tool for selection
- It is wrongly used by most organization as the main tool for selection. It should not be seen as criteria for selection, it should be used along with other tools and criteria
- Most organization applied the test illogically; without focus and direction on what they want to ascertain. They only sees it as tool to reduces number of applicants
- Most of the tests are not subjected to valid and reliability test. In Nigeria, most organization adopted **G-mart** for all types of jobs and this why we have more of those that read mathematics and engineering working in the bank than those that read accounting, banking and finance and other related field
- Most of those that designed or are saddled with the onus of test are mostly persons with lesser knowledge; they do not have the expertise
- Some of the tests are not designed on specialty and the intended area that the candidate will fill.

(c) Employment Interview

This is one of the stages of selection of employees' selection. Interview is a meeting during which a prospective worker or job applicant is asked a question by a prospective employer. It is the interaction between two or more person, i.e. a prospective worker, an employer or panel for the purpose of employment. Employment interview is an interview in which a job applicant is asked series of questions to answer so as to help the organization determine whether he or she is worthy to be selected. An employee's interview is an inquiry, interrogation and conversation between a prospective worker and a prospective employer with the intention of finding out whether the prospective worker is suitable to be chosen for the employment in the organization.

Employment interview is the most widely used devise for employment in most organization. It is rare to see a person offered employment without an interview. The essence of the employment interview is to help the employer collect as much information as possible about the applicants in order to decide whether a job offer could be made to the prospective candidates. Employment interview assess aspect of the prospective employee such as past work experience, past performance and potentials of the applicants to see whether the employee fit into the organization or not. There is no universal accepted time to cover for an interview; it varies with the job and what the organization wants to assess. It is during the course of interview that the details which the candidate claimed to have are being examined to see if they are actually as he or she claimed.

Attributes of an Employment Interview

Employment interview possess the following attributes:

- There must be a prospective employee; also known as the interviewee
- There must be an interviewer; it can be a panel, management, the employer or service of a consulting firm
- It is usually a question and answer session
- Details of the prospective workers are interrogated
- It varies with organizations
- The essence of job interview is to assess experience, potentials and the capability of the candidate

Classifications of Employment Interview

There are several classifications of employment interview. The notable ones are:

(a) Classification by Number: This is one of the classifications of employment interview. It is a classification based on the number of persons to be interview and the interviewers. It is into the following types:

i. One candidate and panel or board interview: This is a type of employment interview in which the interviewees are interviewed by a board or a panel. The board or panel which

constitutes a number of persons; expert who are assigned the task. In this type of interview, the candidate are called to come one after the other and questions is posited to the applicant by members of the panels and the document of the applicant will also be passed to the board to assess while the interview is going on.

ii. **One interviewer one interviewee:** This is a type of employment interview in which there is only one interviewer. The applicants in this type of interview are few and also common with sole proprietorship and smaller organization that the owner is most likely the manager.

iii. **Group Interview:** This is also known as leadership group discussion and or group oral performance. In this type, applicants are interviewed in group like in the case of board interview. The only difference between them is that in this type, the interviewers or the boards do not talk; it is the interviewees or the applicants who come as a group that interact. The essence of this is to allow the interviewers to assess personal attributes like dominance, aggression, initiative, courtesy, enthusiasms, tactfulness and sense of humour. It is used to recruit academic staff in the university and salesmen in a firm. It is not common in Nigeria.

iv. **Group by Group and Board:** This is also another type of employment interview. In this type, the applicants are called in group. It can be based on field or specialty, position, or based on certain systematic method – like 10 at a time or 15 at a time. This is common when the organization is new and the positions to be filled are plenty. It can also be done when the number of the applicant are much. It is typical of lower cade positions in an organization.

(b) Classification by Technique: This is another classification of interview. This classification focused on certain method to assess the prospective workers in the organization. It is into the following types:

- **Patterned Interview:** It is also known as the structured employment interview techniques. In this type, the question to ask are planned, designed and structured. This method uses of detailed check list of items that probe the applicant's background and other issues believed to be useful by the organization. In

this method, same question is given to all the applicants and the same gauge or checklist is used to score them. The major advantages of this type of interview is the control, it is objective, consistent and can easily be quantified. It is mostly used by interviewers who have lesser knowledge about interview. The question can easily lick; those that are interviewed first or earlier do fail and does who are informed later easily perform well.

- **Unpattern or non-directive Interview:** This is another type of interview that is classified under the classification by technique. In this type of interview, open ended questions are asked or posited to the applicant and the interviewer only interferes to keep the conversation going on. The interviewer often remarks like:

- Tell me more about your experience
- What happened next
- Then what happened
- Go on

The interviewer does influence applicants' remarks; he or she controls to ensure that the conversation flows

- **Depth Interview:** This is also another type of interview that is subsumed under classification by technique. It was propounded by Bruce Martin in 1956. In this type of interview, the questions are also structured and are asked mainly about the applicant's life that has a bearing to the job or the potential task to be filled. Sample of these questions are:

- What experience do you have on the job
- How can you handle this .....? If employed
- What if you encountered this issue? How can you handle it

- **Stressed Interview Technique:** This is also another type of interview that is subsumed under the classification by technique. In this type, the candidate is put at an uncomfortable position. The candidate invited is administered stress questions that will put him unbalanced. Examples of this type of questions are:

- I have examine your poor work record and I wonder why you applied for the job
- You mean to tell me you do not know simple things like this?
- He is not the man we need for the job

The stressed technique gives applicant the impression that he or she is not suitable for the job and just wasting the employers' time. The essence of introducing the stress is to know how the applicant can cope with stress if he or she is later employed. It is the best interview techniques for the selection of key executives and professionals.

- **Disguised Technique:** This is another interview type by technique. In this type, the interviewer disguised as either a poor person looking for help at the gate where the interview is to be held, security officer, cleaner, or any officer handling menial task. He or she will stay where the entire applicant will pass to the interview room and he or she will create a scene to observe the manners, character and the attitude of the applicants – things like respect, humane, interpersonal skills, decorum, humour, etc. This type of interview is done majorly to assess behaviour and interpersonal skills.

Advantages of Employment Interview

- **Verification of Information:** Employment interview provide avenue where information earlier stated by an applicant are verified
- **Information Collection:** It is an avenue where information are obtained from job applicant
- **Behavioural Assessment:** This is also one of the avenue in which the behaviour of the potential worker or the job applicant is being observed. Is the applicant lousy, talkative, tensed person or not?
- **Competence of applicant can be measure:** Through interview, the skills abilities and capability of an applicant can be assessed
- **Comparative measurement of paper result and practical skills:** Through employment interview, the interviewer can compare the knowledge on paper with practical knowledge

Disadvantages of Interview

Some of the issues associated with employment interview are as follows:

- **It does not define the true identity of a candidate**: A candidate may be tensed due the presence of the board and perform woefully. This does not mean that he or she is not good
- **It is capital intensive:** A good interview provides things like food and transport fare to all those that were invited. It is known that most of them, most especially the lower cade job are sometimes not working and some do come from afar
- **Quantification:** It is easier to quantify test score than to quantity score for interview. Even with a checklist, it is not too objective
- **The environment and treatment during interview:** This is common with the interview that is done for larger number of applicants. The environment if not conducive (No chairs, crowded, not organized etc.) and the applicants are not given food or allowed to go and eat and come, it can affect their mental and psychological well-being. In such case, a good candidate can perform poor. It is also a den on the image of the organization. This is common with public organization in Nigeria
- **Secrecy of the result:** The results of interview are not made known to the applicant. The normal tradition is that it is only the qualified candidate that will be notified. This tradition has led to a lot of anomalies. There are several instances that those that did well were thrown in the trash bin while those that performed poorly but are connected are the ones called for the job. When the results and the verdict are displayed, it will help to discourage such atrocities
- **Variance of view:** If the persons assigned to conduct the task are not knowledgeable enough, there will be variation of views on the grading of applicants
- **Ground to settle score:** This is only common with one on one interview. The interviewer can use that avenue to do what he or she wants if he or she had an issue with the applicant. There are several instances that female job applicant are victimizes by unscrupulous interviewers

Reliability of Employment Interview:

For interviewer to be effective, it must be able to possess the following qualities:

- Group employment interview should be encourage; it has higher validity than the interview conduct by one person
- Personal experience should be considered; it tells a lot about the applicant behaviour
- A prospective worker should be interviewed before being hired. Hiring before interview will be like marrying a girl that you have not seen
- Inter-rater reliability should be used for structured interview
- Question should be direct, precise and clear
- Expert should be used to conduct the interview
- Results of applicant should not be overstayed. This will help to check outside influences and interference

Do and Don'ts of an Interview

The following are some of the things to do and also avoid during interview:

(a) Provide a conducive environment: The environment for interview should be calmed, spaced and well organized

(b) The applicant should be kept at ease: He or she should be given a chair to seat, food to eat and a smile and handshake at his or her entrance in the interview hall

(c) Attentiveness: The interviewer should listen well and avoid undue interruptions

(d) Neutrality: The interviewer should not offer his opinion or tell the candidate that he has passed or failed until at the end of the interview

(e) Leading question should be discouraged: The interviewer should try as much to avoid leading questions. It has the tendency of discouraging creativity, initiative and makes the session boring

(f) Avoid Halo effect: A good interviewer should be devoid of sentiment, personal bias and prejudice

(g) Discourage Rush: The organization should try as much as possible to plan, organized and manage time effectively. The applicants should not be rushed; they should be given adequate time. When an interview is rushed, it is a sign of lack of preparedness on the side of the organization

(h) Respect: All applicants should be treated with due respect even if they are not employed. An interviewer today can be an interviewee of the person he or she has once interviewed. Things change and life is unpredictable

(i) Impression: The organization builds good impression in the mind of the applicants. An interview is opportunity for an organization to sell itself to applicants. Impression define an organization and this is a soft asset of an organization

Physical Examination

This is one of the stages of a selection process. Physical examination is a kind of examination that is done to ascertain the physical fitness of the job applicant. It is mostly done for both skilled and manual jobs. For manual jobs, what is done is the physical fitness by physiological analysis; physiological indices like heart rate and oxygen consumption will be examined.

Advantages of Physical Examination

Some of the advantages of physical examinations during employees' selection process are as follows:

- Candidate who might become liabilities to the organization can easily be dictated and be screened out
- It do helps to place applicants on jobs best suited to their health
- Complaints like I am absent because of illness will be reduced
- When an organization recruited healthy applicants, it will be reflected on their performance and that of the organization

Disadvantages of Physical Examination

Some of the disadvantages of physical examination are as follows:

- They are not a reliable predicator of future medical problems. No one wishes to be sick or to have one illness or the other. A physically filled worker today can fall sick tomorrow
- Some works have hazard and accident; this can affect the fitness of a worker and it also shows that physical examination can only reduce health related issues
- It can only check present health condition

Principles of Interview

Principles of interview are important underlying law and ethical standard that is required during an employment interview. It is the code, rules and regulation that governed an interview.

The well-known principles are:

(a) The seven point by National Institute of Industrial Psychology (1951) (NIIP) the institute came up with the following points:

- **Physical Characteristics**: This deals with the physical outlook and presentation of the applicants. They are things like dress and interpersonal skills
- **Attainments:** This has to do with the paper qualification the candidate posses
- **General Intelligence**: These are questions to test the general knowledge of the applicant
- **Specialized Aptitudes**: These are questions based on the job
- **Interest**: At this stage, the applicants is asked to demonstrate area he or she can do well
- **Disposition**: These questions are focused on the behavioural issues
- **Circumstances**: These questions are asked to test how the applicant can cope during certain circumstance

  It was the major framework that is universally applied in interviewing and remained popular until the emergence of Munro Frazer five points plan also known as the pentagonal peg.

(b) Pentagonal peg

John Munro Frazer came up with the pentagonal peg in 1954 the points are:

- **First impression and physical make-up**: it is at this stage, the behaviour of the applicant is assessed and his or her physical outlook. This is based on the notion that impression and appearance define a person
- **Qualification and expectations**: This is the stage where the paper qualification of the applicants are assessed to see whether it is in line with the expectation of the organization

- **Innate abilities:** At his level, an impression is given to the candidate that he or she may be considered for the job
- **Emotional adjustment**: At this stage, a simple question requiring common source is given to the applicant to sees how he or she uses their reasoning and feeling

(c) Flippo Principle of Interview

Edwind Flippo 1980 came up some principle different from the seven points by Institute of Industrial Psychology and the pentagonal peg. These are:

- **Preparation:** This principle implies that the interview should be well planned and organized
- **Setting:** This implies that the environment should be calmed, conducive and stable
- **Conduct of the interviewer:** This implies that the attitude and manner of the interviewer should be in such a way that the image of the organization is being portrayed in a good way. The impression from the interviewer should be a good one
- **Close:** This implies that the interview should end with positive remarks and pleasantries. It is at this stage that the interviewee should be told when to expect the outcome of interview
- **Evaluation:** According to Flippo, after the exercise has come to an end, the panel or board should seat and assess the performance of the applicants using the designed checklist. It is at this level that those that did well should be selected for the job

Why some people easily perform poorly during interview

Some of the reasons why some candidate performs woefully during interview are as follows:

(a) When the process is faulty; it is not properly defined
(b) The differing options among panel
(c) The instruments used have error
(d) Wrong assessment by the evaluators

- **Hallo effect**: Bias displayed by the assessors
- **Contagious Bias**: Personal hatred or
- **Stereotype**: Negative evaluation

(e) When the condition and setting where the interview is conducted is not conducive

Employment Reference

This is another stage of the process of employees' selection. Reference can simply be defined as a spoken or written comment that specifically tells or call the attention of an organization about a prospective worker or applicant. It is known as reference check during interview or selection process. The person that gives the reference is known as the *referee*. It does not have a harmonize approach; it varies with organization. It can be from the school that the candidate attended, formers work place, religious group of the applicant, traditional institutions and many others.

It is not considered as a strong tool in the selection of applicants. Records abound shows that 99% of the letters from the referees has favourable statement and words of commendations. In a situation where the applicant was asked to use his former place of work, if the relationship was not cordial, the commendation will definitely come negative.

There are several ways to obtain information from referees and these are:

(a) **Personal interview**: An interview can be scheduled with the referee at the convenience of the referee and at the period that it will enrich the exercise. It can be done face to face or on phone

(b) **Telephone call**: In this method, the panel can call the referee during or after the interview exercise to ascertain some certain information

(c) **Letter**: This can also be used to obtain information from the referee. He or she would be asked to present a report on the applicant

Characteristics of a reference letter/information

- The years the referee has known the applicant
- The expertise which the referee knows the applicant posses
- The statement of assurance that the applicant will perform well if hired

- A statement to show whether the candidate should be considered or not

Advantages of reference in employment selection

- It aids the collection of information that are not in written from
- It gives emphases on behaviour and interpersonal skills
- It reveals the experience of the applicant
- It also states the known performance of the application

Challenges of Reference in Employees' Selection

- It is not considered as a very useful tool for employment purpose
- Most of the response or commence are favourable; the applicant will never chooses people who will say bad thing about them
- It only talks about the past or previous life and performance of the applicants. The past records can differ from the present
- A negative commendation in the past can jeopardize the chance of hiring an applicant. The fact that the applicant was not good in the past does not mean that he will remain the same. People changes and challenges can make people to improve
- A former manager or chief executive of an organization can uses it as a retaliatory device to get back to a former staff he or she does not want

How to Improve Referees Reports in Employees' Selection

- Reference should come after the candidates are shortlist for interview
- Reference should come during interview session
- The candidate which the reference is for should not be allowed to choose all the place and persons for his reference
- It should not become a permanent part of employees' record
- It should be handled in confidence to avoid issues in the future

Employment or Offer of Employment

This is one of the stages of employees' selection. It is the accumulation of all events that taken place from the identification of positions to reference check. It is the stage where all tool used for the selection process, test score, reference check and performance at the interview are considered. A weight and trade-offs have to be

made. The factors to be considered in the trade-offs are availability of the skill required in the labour markers, special environment, peculiarities, prevailing wage and the personal needs and aspirations of the applicant.

There are several methods which are used to weight the scores and the notable ones are:

(a) **Objective scale**: This is the use of statistical tool to take the average if the scores

(b) **Subjective scale:** This is suggestion or recommendation by the Panel or board.

It is personal judgment without considering any checklist

A good organization should select employees' base on the needs of the organization. When the employee has been selected or after the job decision to hire him or her has been made, he or she should put forward in a written letter an acceptance as soon as possible. The grace period to put forward the acceptance should not be more than 3 months; the essence of this is to avoid a situation that the applicant is no longer interested or has been employed elsewhere and the organization is still looking unto him. The letter will also help the organization to call up the runners-up should the hired applicant is no longer interested. When the applicant is hired for the Job, it is known as offer of employment and when he or she has written a letter of acceptance, it is known as *acceptance letter of employment*.

When the candidate has shown interest by presenting letter of acceptance and has become a bona fide member of the organization awaiting confirmation, it is known as employment. The person employed is no longer a prospective employee or an applicant, he or she has become an employee of the organization. An employee must be subjected to a probation; a period in which he or she is to be monitored to see whether he or she can do the work or not. It is after the *probatory period* that the employee is given a *letter of confirmation* to shows that he or she has fully be absorbed in the organization. The period for the probation varies with organization. Condition of service like transfer, training, promotion, etc. can only be enjoyed by a hired applicant after he or she has been confirmed.

What is Letter of Employment or Appointment Letter?

This is a letter that is given to a job applicant to show that he or she has been hired by the organization. It is a letter which the employer presents to the prospective worker indicating that he or she has been hired after passing the selection process.

Contents of Letter of Employment

The contents of letter Employment are as follows:

- Issuing date or the date it has been released
- Name of the hired applicant
- The title of the job
- The position offered to the hired applicant
- The salary attached to the position
- When to be confirmed
- Working arrangement
  - ✓ Where to report?
  - ✓ Who he should be answerable to?
- Reference to scheme of service
- Duration for probation period

Issues Common with Employment Offer

- There are several candidate that were offer employment but got missed because they were not aware of it
- The applicant does not know when it will be released and some of the organization secretary hardly called to notify the candidate about the offers
- At the point of timing, if it is not properly monitor, it can be short changed.
- Some unscrupulous elements do demand for money from the applicants

Contract of Employment

This is the agreement that is reached between the employer and the employee. It is mostly in a written form and a hired employee must fill and append signature to depict acceptance. In the contract, there is the obligation of the employee and that of the employer. The hired employee fills and submits it along with *letter of assumption of duties*. The obligations are also stated in the organization's scheme or condition of service.

Employees' Obligation in the Contract

The obligations of the employees in the contract are as follows:

- Obedience to law (scheme of service)
- Accountability of action
- Good faith and fidelity
- Commitment and
- honest dealing

Employers' Obligation in the Contract

Some of the obligations of the employers in the contract of employment are:

- Good working environment
- Safety
- Compensation, salary or wages
- Provision of the work to do
- Indemnity

Employees' Placement

This is done after the applicant has been hired and he or she has tendered letter of acceptance. By definition, it is the determination of the job in which the acceptable candidate should be assigned.

Reasons for Placement

- It is done so that the employee should know his line of action; schedules and the work to be
- It gives the hired applicant direction and focus
- It is done to avoid mismatch; a situation where a hired applicant is wondering or is working in a unit different from where he or she is expected to work
- It also help to reduce situation that the hired applicant is wondering aimlessly without direction

  It is done before induction, orientation and the issuance of confirmation letter. Onboarding of the applicant is done at this stage.

Induction and Orientation

This is the last stage in the selection process and it comes after the applicant has been selected or hired for the job. Induction and

orientation are two distinct activities. They do come in one coin but with two faces.

Induction by definition is to formally install or give something a position. It is mostly done to expose the employee to the new job and environment. The essence of induction programme is to ease the initial shock that an employee is exposed to in an unfamiliar environment. It is based on notion that first impression matters and is everlasting. Induction helps to instill good impression and the attitude of the organization – its objectives, its people and how work flows. It helps to meet the employees' need for acceptance and security.

Orientation on the Other hand is a meeting or series of events at which introductory information or training is provided to a newly hired employee embarking on a new job or a new assignment. Orientation ensures that information about the new assumed tasks are provided. These are things like:

- Pay
- Work schedule
- Special facilities
- Break period
- Job description
- Rights
- Limitations
- Company's policies on training
- Condition of service
- Awards
- Promotion, etc.

It is the orientation that will promote a good start and good attitude toward look. Orientation is a cooperative endeavor. The duration and scope of orientation varies. For smaller organization, it is a day and for larger organization, it is a week.

Differences between Induction and Orientation

	Induction	Orientation
Meaning	A training that is done to formally introduces a new employee to an organization or a particular position	It is a training that is done to get a worker familiar with an organization
Essences	Its goal is to introduce the employee to the organization	Its chief goal is to expose the employee
Type of Employee	It is purely done to new employee	It can be done to all employees both old or new
Direction	It focused on initiation and inauguration	There is adjustment and adaptation in it

Importance of Induction and Orientation

- It is good for all types of workers; it give confidence and sense of acceptance
- It helps to build positive image of the organization
- Through induction and orientation, all confidential information that can be made available are made available to the hired employees
- It give sense of safety and security
- It boost confidence
- It promotes sense of acceptance
- Insight on the jobs are also passed to the hired employment

Problems with Induction and Orientation

- It is capital intensive
- Most of the things that are taught are not real; they are different form practice. It is mostly built to promote good impression
- Only Juicy and palatable side of the organization are disclosed. Gray areas are often kept quite

Importance of Employees' Selection

Some of the importance of employees' selection on the job is as follows:

- If it is systematically done, it can help to boost organizational productivity

- It helps in the selection of best and suitable candidate for the job
- It is a tool that also helps to check labour turnover in an organization
- It help an organization from the situation of hiring employees that are unproductive
- It sells an organization to the outside work
- Aspect of selection like interview, physical examination, induction, orientation, etc. are training in themselves – it is an exposure and learning setting
- There are some elements of motivation in the selection process. This is only possible if the panel has experts who relate well with the prospective applicants and the organization is friendly; impression is valued, transport fare, food and accommodation that are provided to the prospective applicants and positive words of assurances uttered to the applicants can make the applicant feel motivated

Problems of Employees' Selection

Some of the problems associated with employees' selection are as follows:

- The exercise is time consuming and that is why some organization ignore some of the crucial stages
- It is capital intensive
- The impact of selection is not immediate on the organization
- It is only common with external recruitment and only during promotion
- If it is only not properly done, it can sell the organization in a bad way

Employees' Selection and Productivity

Several studies in the past and at the contemporary moment have tried to link the selection of employees to productivity. There are groups that do not believe that is a relationship between employees' selection and productivity. There are those that have linked selection of employees to the productivity of the organization.

Just like in the case of recruitment, there is a significant connection between productivity and employees' selection. The

impact is not mostly immediate like in the case of training, promotion and compensation (salary and wages). The success of selection as a factor of productivity or organizational performance lies on other factors. These other factors are condition of service, working environment, compensation, promotion, leadership, good relationships, among others. Without these factors, it cannot be effective; apart from being selected or hired, the worker needs to be maintained and be integrated if not, it will result to nothing.

Selection process have element of efficiency in its; it is the chosen of the best so as to help the organization attains it goal and objectives. The essence of selection is to get the best performing applicants; those that would help the organization to be efficient and effective. The only issue with this fact is that people sometimes changes and this thus shows that a good selection process does not necessary implies a good performance from the hired staff; he or she can perform below expectation even though it is not the prayer of any organization but it can happen and it has been happening. Several factors can come up and if not properly managed, it will not provide room for good performance of the hired employee.

Selection processes are not just the screening of prospective workers; it means more than that. There is training in the selection process. During the exercise, the prospective workers are trained and exposed to several aspect of the work. It does not matter whether the employee is hired or not hired; during the process the applicant must have learned one thing or the other during the process. Several aspect of the job is learned during the application, test, interview, induction, orientation, among others. The training received during this stage helps in building impression and good impression is not just an ordinary motivation but a type of motivation that can boost productivity. Selection training like placement, induction, and orientation also exposed the workers on the job and the work environment.

Apart from the training that is in the selection process, a good and properly organized selection spark good impression, boost morale of employee and the prestige of the organization. During the exercise, the positive remarks from the board, how the applicants

were treated and the environment is a motivation and can make a motivated worker.

Selection Process in the Nigerian Public Service

There is no precise process and defined practice on how selection of employees should be based in the Nigerian public service. The recruitment for new jobs and fresh applicants is different from that of those that have work's experience. In public service like the military, police force, immigration, custom, Nigerian Drug Law Enforcement Agency, Nigerian Correctional Service, among others, the recruitment for the new job and fresh applicant do not start with job analysis where the available positions are analyzed and after that, job advertisement and application form which define the positions and job requirement. In the military and the police force, there are other windows like short service and direct recruitment where persons with HND and first degree from outside the military and the police force are considered. Apart from the direct recruitment, all applicants must start from the scratch line – application form, test, physical examination, reference check, interview, employment offer and training to expose the hired applicant on the job. In these mentioned professions, transfer of service and replacement is not done.

In other public service like civil service, commissions, agencies and parastatal of the state or the federal government, the selection do start with the release of application form for interested applicants. After this stage, the applicants are shortlisted and subjected to test, physical examination, reference check, interview and employment offer. This practice is only done to new applicants that do not have work experience. This is the sole responsibility of the Federal Civil Service Commission in conjunction with the office of the Head of Service and the committees saddled with the responsibilities in the various commissions, agencies and parastatal. This is the same with what is happening at the states and local government of the federation. In this organization, windows like replacement, and transfer of service is observed.

In the Nigerian Universities, Polytechnics, Mono-technics and research institutes, when it is the selection of applicants without experience, the first stage is the job analysis by the organization and the advertisement; the advertisement is a call for interested applicants to apply. There is no any application form, applicants are encouraged to apply; stating their positions and attached photocopies of their required documents as stated in the advertisement. After this, the applicants that meet up with what is required would be scheduled and be invited for a test. It is after the test that those who did well be shortlisted for interview. In the service, there is provision for transfer for applicants for the same job. There is nothing like replacement for academic staff; the applicant must have the required experience. Replacement is only feasible with non-academic staff.

Conclusion

The selection of employees' or the hiring of employee for a job is an indispensable function of human resource management. It is importance in an organization; its importance can never be overemphasized. It has a lot of process and these are: Application form/Application, test, interview, physical examination, Reference check, and employment decision, Offer, among others.

The chapter looked at what is employees' selection and the attributes of employees' selection? The chapter looked at the process of selection – application, test, interview, physical examination, among others. The chapter also looked at the importance of selection and those issues associated with selection.

Revised Questions

(1) What is employees' selection? Discuss the characteristics of employees' selection
(2) Discuss the process of employees' selection. What are the benefits of employees' selection?
(3) What are the challenges of employees' selection?
(4) Write short note on the followings: (a) Test (b) Employees' interview (c) Induction & orientation

(5) What is the relationship between employees' selection and productivity?
(6)Discuss the nature of employees' selection in the Nigerian Public Service
(7) Write short note on the followings:
a. Appointment letter
b. Reference Letter
c. Placement
d. Probatory employment
(8) What is contract of employment? Differentiate between orientation and induction?
(9) Discuss the principles of employees' interview.
(10) What are the classifications of employment interview?

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Chapter Four (4)

EMPLOYEES' TRAINING

Introduction

Employees' training is one of the essential functions that is carried out by the human resource Management of any organization. The importance of training to the employee and the organization as a whole cannot be overemphasized. The success or the failure of an organization largely depends on the competence of its employees. This competence is only feasible through employee's training. It is the employees that are the most valued assets of any organization. As such, no organization can be successful if its employees are not sufficiently trained. This is why training has occupied an important place in manpower planning of an organization. It is the life wire and back-borne of every successful organization.

This chapter looked at what is training and the difference between training and other related concepts such as - Education, development, learning and competence. The chapter looked at the essential feature of training, training needs and training process. The chapter also looked at training cycle and types of training. It also looked at the importance of training and the challenges of training in an organization.

Concept of Training

Training is of tremendous importance to the personnel of an organization and the organization; any organization that wants to be successful must train it employees. It is because of its immense importance that it is at the heart of employee utilization, maintenance, integration, competence, performance, commitment, motivation and growth.

The word training evolved from an old English word train and this word is derived from old French word train and it denotes to

drags or to trail blind. The word has been defined in several ways by several Scholars and practitioners. According to Nwachukwu (2003), it is an organizational effort aimed at helping employees acquires basic skills required for the efficient execution of function. In the same direction, Cole and Kelly (2003) defined training as any intervention aimed at increasing an individual knowledge or skills. These definitions point out the importance of skill acquisition in training but failed to link them to performance. Ngu (2003) defines training as behavioral modification or molding of the workers in order to integrates organization needs and their characteristics. The definition highlighted the worth of behaviour and the value of integration that is in training.

DeCenzo & Robbins (2002) see it as the process by which individual change their skills, knowledge, attitude and behaviour. Similarly, Kim (2007) sees it as a proactive means for developing skills and expertise to prevent problem from arising and can be used to create solutions to workplace issues, before they become a concern or after they become identifiable problems. The definitions highlighted the importance of skill acquisition in training but failed to relate it to improvement in workplace behaviour. The goal of training is to create an impact that last beyond the end time of training itself. The focus is on creating specific action steps and commitment that focus on people's attention on incorporating their new skills and ideas back at work.

Basic Concepts

a. **Education:** This is a formal learning outside workplace often before entering an organization
b. **Learning:** This is the acquisition of knowledge to adapt to an environment. Education, training, development- are all forms of learning.
c. **Competence:** This is the skill, ability and capacity to do something. It is the expertise, know-how and abilities measured against standard. It is what the employee displayed after being trained.
d. **Development:** These are activities undertaken to expose an employee to perform additional duties and also to assume position of importance. It is not the same thing with training; it means a different thing. Many thought the two are one and the same or a

kind of focused concept but they are separate concepts and mean different things. The differences can be seen in the table below:

Table 4.1: Difference between Training and Development

S/N	Training	Development
1.	Basic Skills	Advanced Skill
2.	It is specific	It is general and explicit
3.	It is skill acquisition	Exposure and experience
4.	Job oriented	Less job oriented
5.	Narrow	Broad
6.	Learned at a preparatory stage	Learned at the latter stage
7.	Less activity oriented	Activity oriented

Training Terminologies

These are terms that are associates with training. The common ones are:

(a) Training Needs

These are the things that could give rise to training in an organization. In other words, they are those deficiencies that justified why an organization should train its employees. According to Nwachukwu (2003), they are those things or condition requiring training. The things that could call for training are:

- Lack of interest on the job
- Negative attitude to work
- Low productivity
- Tardiness
- Excessive absenteeism rate
- Excessive complaints
- Low quality output
- High incidence of accidents
- Insubordination

Thomson Gilbert (1967) came up with a formula that can be used to identify training needs and he called it training praxenomy. It is denoted below:

D = M – I

Where: D = Inefficiency

M = Behaviour necessary (Mastery of the job)

J = Possessed Behaviour

- If M > I = It is a bad signal
- If M < I = It is a positive development
- If M = I It is the expectation of the organization

A good organization should ensure that its employees have the knowledge to carry out those tasks that is assigned to them. Anything short of it means a bad situation.

(b) Training Objectives

These are training intentions, aims and targets that an organization set to achieve. They are those expectations and desire that are design to be accomplished through employee's training in an organization. All organizations have their training objectives. No organization can embark on training without stating and defining training objectives. Several scholars have come out with different training objectives. According to L. K. Caldwell (1975), they are:

- National Development
- Tool to Solve National Problem
- Enlargement of Human Resources
- Productivity
- National Confidence

Nwachuckwu (2003) Identifies Training Objectives as:

- Increasing Productivity
- Manage Turnover Rate
- Higher Morale
- Coordination
- Goal Congruence

Cole and Kelly (2003) Identified Them as:

- Skill acquisition

- Competence
- Productivity

There are a lot of them and they differ. It depends on type of organization and what it seeks to achieve. In spite of all these, they must have something in common. An organization irrespective of its type and what it seeks to accomplish must target the following:

- **Increase Productivity:** Is a measure of efficiency that summarizes the value of output relative to the value of inputs used to create them. Every organization be it public or private, formal or informal, civil or military, etc. is aimed at achieving productivity. This can be feasible through training; a well-trained employee is capable of producing more than an untrained employee. The success or failure of an organization depends on employees' productivity.

- **National Development:** National Development is a measure of development that is targeted at the whole nation. It is the capacity of the country to raise the standard of living of its citizens. The training of an employee in any organization is tailored toward contributing to national development. An organization does not exist in a vacuum and thus, must contribute in one way or the other toward the development of a society. When an employee is trained, he or she will give out his or her best on what he or she is assigned to do. The impact can be felt directly or indirectly. Common examples can be gleaned from seen on provision of essential goods and services, formulation and implementation of goods policies, among others.

- **A Tool to Solve National Problem:** National problems are issues, challenges, and obstacle that a society is confronted with or is about to encounter. When employees are adequately trained, a lot of issues can be tackled. Nations, organizations and many groups send employee to go out and learn in order to come and improve a situation. It is believed that when an employee is trained, he or she will be well equipped to handle

task. This is why developed societies expended a lot on education, research institute and the likes.

- **Enrichment of Human Resources:** This is one of the objectives of training. Employees' that are trained learn and have wealth of knowledge to handle tasks. Training improves sense of reasoning, competence and skills of an employee.

- **It Boost Employee's Confidence:** This is the faith in somebody to do right. It is a belief or trust in somebody or in his ability to act in a proper, trustworthy or reliable manner. An employee who is sufficiently trained displays confidence in doing his task than the one who is not trained.

- **Proper Utilization of Human Resources:** This is akin to what Caldwell (1975), called constructive channeling of HR. when employees are trained, the best is utilized and exploited from them. When employees are not properly trained, they cannot be properly utilized; the best in them cannot be sufficiently tapped and harnessed.

- **Reduction in Turnover Rate:** This is also one of the objectives of training. Labour turnover is the rate of change of personnel. It is the rate at which employee join and leaves a company, measured against standard or over a fixed period. When employees are sufficiently trained, they have confidence and display sense of worth on the job and have no reason to abandon the job. An employee who is incapable of producing is frustrated by failure and is more likely to abandon his work than those who are trained and have the capacity.

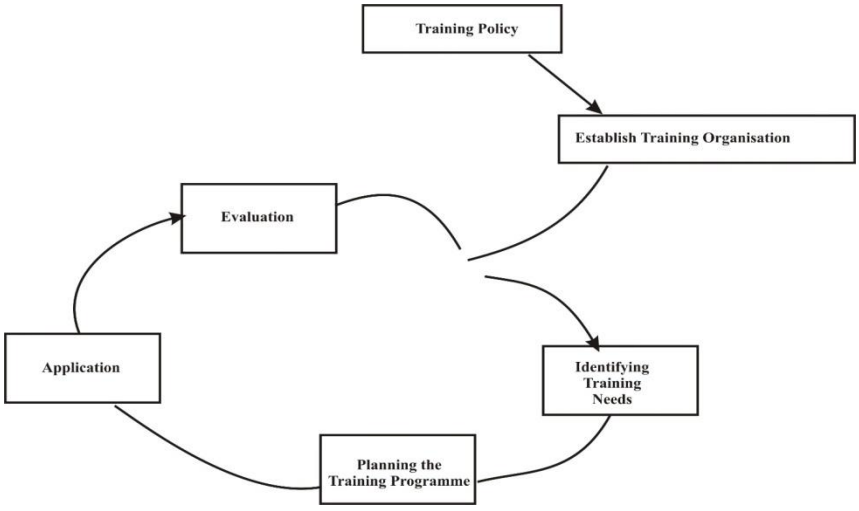
- **Higher Morale:** This is one of the objectives of training in an organization. Morale is the level of optimism felt by a person or group of people, especially as it affects discipline and motivation. When employees are trained, they have higher morale and this is because of the sense of worth, sense of accomplishment, fitness and the acuity they will display while on the job.

- **Better Coordination:** This is also one of the objectives of employee's training in an organization. Through training, men and material are coordinated. During training, employees are taught organizational expectation and objective. It is through training that employees are guided on the task they are expected to accomplish.

- **Other Objectives Are:**
- Goal congruence
- Reduction of Cost
- Prestige
- Proper Handling of Tools
- Upgrade, etc.

(c) Training Cycle: This is a repeated sequence of training activity. It is a period of time during which one complete sequence of a recurring series of training activity occurs. It is a complete process or sequence of the processes of training. It can be seen in the figure below.

Figure2.1: **Training Cycle**



The cycle has six (6) series of activities and these are:

I. Training Policy of the Organisation: This is the first in the series of activities in the training cycle. The training policy provides guide and direction on what constitute training and how it should be structured or defined.

II. **Establishment of Training Organisation:** This is the second in the activities in the training cycle. It is at this stage that the training organisation is defined – should the resource person be sourced from within the organisation or should it be sourced from outside the organisation. This process why is critical in the training series. This is because that if an organisation fails to provide the required facilitator to anchor the training programme; the organisation is bound to fail.

III. **Identifying Training Needs:** This is another series of activity in the training cycle. It is at this stage that what constituted the training, who should be sent and many others are clearly stated. The decision of who should be sent or allowed to participate in the training is done at this stage. Essentially, it deals with identifying deficiencies in skill, knowledge, etc. and making recommendation for training.

IV. **Planning the Training Programme:** This is the fourth programme in the training cycle. It is the plan of action for achieving the training objectives. They are specific set of activities that are designed to aid training. It is at this level that specific purpose for carrying the training is derived. It specified the type, method and how they can be accomplished.

V. **Application:** This is the fifth stage of the training cycle. It is the stage at which what was learned from the training programme is put into use. It is the implementation stage; it is at this level that the ability and competence of the learner is measured to see whether he has passed through the process successfully or not.

VI. **Evaluation:** This is the sixth in the series of activities in the training cycle. It is the act of examining the trainee in order to judge his competence whether he or she has learned what he or she was trained to learn. A lot of parameters are used for the evaluation and these are:

- Whether there is change in behaviour
- Whether there is general improvement

- What is the strength and weakness of the trainee

(d) Training Evaluation

This is the process of appraising, assessing and examining training to see whether it has achieved it goals. Several factors are considered as it was listed in the training cycle. The task is done by management, superordinate, level heads, consumer of the good or services, among others.

Reasons for Evaluation of Training

Some of the basic reasons for evaluating training are as follows:

- To see the improvement in performance
- To see change in output
- To measure behavioural change

Conditions that are Necessary for Evaluation of Training

- It must be carried out with a sense of honesty
- Learning must take place
- What are the benefits to the organisation

Criteria for Evaluation of Training

Catalanello and Kirkpatrick (1967) in Nwachukwu (2003) listed the following as criteria necessary for evaluation of training.

- **Reaction**: The interest must be developed
- **Learning:** These are fact, principles, etc. that were taught
- **Behaviour:** The change in character, attitudes, etc.
- **Result:** This look at the improvement recorded

(e) Systematic Training: This is concept that is used when training is well organized. This is when the training has passed through the processes and cycles of training as required.

(f) Training Policy: This is a written statement that defines how training is to be done. It is a guideline on how training is to be conducted. It answers questions such as – when, how, why and what. It provides vivid description of the process that is involved in a training

(g) Training Process: This involves series of action directed toward a specific training objective. There is no defined process of

training and this is because of the differences in objective, purpose and justification of organisation. But whatsoever is the organisation, it must take into cognizance of the following:

- **Subject Matter**: Content of what the trainee is to learn
- **Intellectual Capacity**: Mental maturity of the trainee
- **The instrument:** This asks questions such as who are the trainers.
- **The duration**: The range and period of coverage
- **Interaction**: This has to do with the interface between what the trainee has learned and its application.
- **Test**: This has to do with result or output after application.

(h) Training Programme: This is a plan of action toward achieving training objectives. They are set of activities with specific training objective.

Types of Training

Training comes in into different types. Some referred to as it training method while others called it training techniques. The common types are as follows:

a. On the Job Training: This is a type of training that is provided or is done while the employee or trainee is on the job. It is the most common. The main advantage of this type of training is that it does not disrupt organisational operation and it minimizes the problem of transfer of learning that is so common with other methods. Common examples of this are:

- Coaching
- Counseling
- Secondment
- Delegation
- Guided project
- Role play

b. Off the Job: This is also another method of training. In this type of training, the trainee obtains the skills while he or she is not on the job. In other words, where the trainee is trained is different from where he or she is working. The main advantage of this technique is that the employee or trainee is not distracted during the learning exercise. The main weakness of the off the job

training is that there is mostly a gulf between theory and practice. Examples of this are:

- Groups discussion
- College course (long) – school
- College course (short) – NILD, ASCON, NIPSS
- Consultation

c. Induction: This is also another form of training. This is a type of training that is aimed at introducing the employee to the organisation. It is not an inauguration nor a swearing in. induction is done to new employee and it essence is to introduce them to:

- Other employees
- The environment
- The work
- The tool to use while on the job

Inauguration is a formal ceremony or dedication to open or mark the beginning of something with a formal ceremony while swearing in is to make somebody to take an oath and its chief goal is to attract allegiance, loyalty and commitment

d. On and Off the Job Training: This is also another form of training. In this type, the employee or the trainee has the privilege or is exposed to both the theoretical and practical aspect of the job (theory and real life situation). It has both the attributes of the on the job and off the job training. Examples of this are: industrial training, teaching practice, field trip, etc.

e. Vestibule Training: This is another form of training. This is a type of training that is organized for workers or trainee to go out and learn specific skills. The essence of the training is to expose the trainee to machines or tools that look like what they will use in their work place. The tools which are used at the vestibule training centre or school are obsolete and model of the original tools. The essence is to give the employee the tips and insight on how the real tool or equipment will be.

i. Refreshers Course: This is also another type of training and it is done to update employees from time to time. In this method, a

resource person from within or outside the organization would be invited to handle the facilitation. The sole aim of this method is to upgrade, review and energies employees.

j. Conference: This is also another type of training that is given to employees. A conference is a meeting and sometimes lasting for several days in which people with a common interest participate in discussion or listen to lecture to obtain information. In conference, there is room for observation, interaction and brainstorming.

k. Workshop: This is also another form of training that is given to employee on the job. It is the working together and usually on a creative project, discussing topic or studying a subject. In this type, participants are taught first after which they grouped to discuss. The trainee is chiefly a learner and under the tutelage of the trainer.

l. Sensitivity Training: This is also another type of training that is provided to employees. Sensitivity training is done whenever there is new development or whenever the management of an organisation wants to create awareness.

m. Supplementary Training: This is also another type of training given to employees. It is done to complement or in add to the other types of training. It is a supplemental, top up or an auxiliary. It is mostly done for certain specific and specialize areas or when there is new development. The organisation can use resource person from within the organisation who have the specialized knowledge or they can be sourced from outside (a hired consultant or an agent to handle the function).

n. Job Rotation: This is another form of training that is provided to employees. In this type, the employee is moved from one job or task to the other, in an attempt to add variety and help to remove boredom. It is also done to give the individual a holistic view of the organization's activities.

o. Apprenticeship Programme: This is also another form of training that is given to employees. It is also known as traineeship or internship. It is a kind of training in which the trainees are

trained while on the job. The training is structured into two forms. These are the job training and the classroom lecture time. The trainee will be given certain time to learn the practical aspect of the job and a certain time to be attaining class or lecture to learn the theoretical aspect of the job. Those who are passing through the programme are called the apprentice or intern.

p. **Orientation Course:** This is also another type of training that is provided to employees. The key difference between this type of training and induction course is that orientation course can be given to all staff – any staff that came new, recently promoted, or recently transfer while the latter focused on only newly employed employees. The sole aim of orientation course is to provide introductory information to the employee that just embarked on certain function is new.

Importance of Training

Some of the importance of training to an organisation is as follows:

a. **New Information:** This is one of the vital roles of training to an employee and organization. It helps to provide the employee with new knowledge on how a task can be carried. This is common with – orientation course, induction course and sensitivity training.

b. **Skill Acquisition:** This is also one of the vital roles of training to an employee and the organisation. It provides ground in which skills – competence, knowledge and expertise are learned or acquired. This cuts across all types of training.

c. **Learning is Fast:** This is also one of the advantages of training. The process of learning under training is faster than it is in employee development. Learning is rapid, prompt and expeditious.

d. **Control and Reduction on Rate of Damages:** This is also one of the benefits of training. It provides window in which damages such as injury, harm and loss or destruction on

machine, tool, etc. are reduced. It minimizes their rate of occurrence of the mentioned anomalies.

e. **Sense of Achievement:** This is also one of the benefits of training. It gives to the employee this worth of satisfaction, motivation and worth of accomplishment.

f. **Confidence:** This is also one of the advantages of training. It helps to give the employee a sense of self-assurance, a belief or trust in himself and on the job.

g. **Personal Development:** This is also another benefit of training. It is an accomplishment and an added cap to the employee. The knowledge, the certificate and award he or she won is his or her personal effect.

h. **Prestige:** This is also one of the benefits of training. It helps to increase the value of the organisation. It is awe, honour, labour that is very obvious, enviable and associated with reputable organisation.

i. **Others are**:

- Behavioural modification
- Increase in productivity/output
- Increase in employee performance
- Reduction of accident cases
- It reduces labour turnover
- Tool for worker's integration
- Tool for worker's maintenance

Problems of Training

a. **It is a Costly Exercise:** This is one of the major problems of training. It is usually expensive and capital intensive. It mostly cost an organization to train its personnel to acquire knowledge through formal education (school), conference and workshop.

b. **Poor Attitude of the Trainees:** A lot of trainees have very bad attitude of paying back the employers after they have been sent for training. Some do not return back, some will seek a new job with a different organisation and some will collect the money and will not go. This is why there are several court cases

between some organisations and the employees that they have sent for training.

c. **Training is mostly valued Because of the Allowance:** A lot of employees in most organisations have failed to see training as a motivation on its own. What they see as motivation is the financial benefit that is accompanied and attached with the exercise. A lot of employees want to attend conferences, workshops, etc. not because of the knowledge that they would learn from the exercise but because of the allowance and other financial benefits that do come with the exercise. They have forgotten that training is a motivator; it brings sense of pride, sense of worth, sense of achievement, sense of accomplishment, confidence and morale on the job and this mean more than the financial benefits.

d. **Partiality in the Selection:** Most organisations do not follow manpower plan and training needs of the organization to identify and select employees for training. A lot uses subjective method and sentiment such as personal interest, closeness, and many others to select candidate for training instead of needs and what is stated in the manpower plans of the organization.

e. **Skill Gap:** This is also one of the problems of training in most organisations. There is always a gulf between theory and practice. Most of the things that are taught are theoretical and not on real life practices; theory and practice are not connected.

f. **Imbalance between what is stated in the Training Policy and Reality:** This is a serious problem that is in most organisations. All organisations have manpower plan and training policy. These things are stated in the condition of services but are not put into use. Condition of service may state that an employee should step down what he has learned in a workshop or conference but it is not mostly observed. The condition of service in Nigerian universities states that employee should come and work for a minimum of certain years before embarking for another type of training (common with schooling) but it is not observed and many others.

Conclusion

Employee's training is a very important aspect of an organisation that can either catapult or bring down the organisation. It involves myriad of activities and its importance in any organisation cannot be overemphasized. It occupies a very central place in the life of an organisation and that is why most organisations expended heavily on training. The performance of every organisation revolves around this task and how it is able to manage it.

The chapter has been able to discuss extensively, though not exhaustively, some training practices that can transform a non-performing organisation to a performing one. In this chapter, attention was given to the meaning, characteristic, types, basic practices (training policy, training programme, training evaluation, training cycle, etc.), its advantages and disadvantages. The work on a general note has been able to establish the relationship between training practices and employee performance as well as organisational performance.

Revised Questions

(1) What is Employees' Training? What are the attributes of a training?
(2) Write short note on the followings: (a) Training needs (b) Training policy (c) Training Cycle (d) Training programme
(3) List and discuss the objectives of training
(4) List and discuss the basic types of training
(5) What are the benefits of training? List and discuss the challenges of employees' training
(6) In a table, differentiate between employees' training and development
(7) How can employees' training be evaluated?

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Chapter Five (5)

Employees' Promotion in an Organisation

Introduction

This chapter looked at what is employees' promotion in an organisation and its basic features. The chapter also looked at the types of employees' promotion and benefits of employees' promotion. The chapter also looked at the principles of employees' promotion and processes of employees' promotion. Also in the chapter, we looked at employees' promotion strategies and components of effective employees' promotion policy.

The chapter also looked at employees' promotion and productivity in the Nigerian public sector. The chapter also looked at promotion policy in the Nigeria public sector. We also looked at the relationship between employees' promotion and employees' motivation in an organisation.

What is Employees' Promotion?

The word promotion originates from an old English adjective – promotional and it denotes an elevation, a rise in rank, position, status and responsibilities. The concept has 3 phases. The first phase is the advancement in position. The second phase is an encouragement for an activity and the third phase is a campaign or to bring something out (publicity). In this work, our emphasis shall be on the first phase, i.e. the type that focused on an employee in an organisation.

According to Sharma, Sadana and Kaur (2003), employee promotion can be looked at from two points of view. They mentioned the view as- employees' point of view and the employer's point of view. They state that from the employees' point of view, it is advancement from a lower grade or class of service to a higher

one carrying a larger salary and higher duties and responsibilities and from the employers' point of view, it means filling up the higher post by the fittest person from within the service.

According to Stephenson (2010), promotion is the upward advancement of an employee to a higher position. It is done when an employee is elevated to the next organizational level, job grade or designation. This upward advancement within the organizational structure ensures that employee attains a higher position, more job responsibilities, better pay and more privileges. The distinction between the first and the second definition is that, the former separated the perceptions about the promotion while the latter integrate the divergence perception.

According to Wechen (2020), employees' promotion is a process where an employee is upgraded to a higher position with an increase in pay and responsibilities. This definition narrowed promotion to only two things – an upgrade and an increase in pay and responsibilities. It did not talk on the process and the strategies like in the case of the aforesaid definition. In the same direction, Ndan (2010) defined promotion as a state at which a worker with distinguished characteristics enjoyed after meeting laid down criteria.

From the foregoing definition, employees' promotion can be viewed as a state or condition in which a worker is elevated to a higher position, rank or status at a work place after satisfying, meeting the parameters (time, merit and good conduct) and it comes with higher pay and responsibilities.

Characteristics of Employees' Promotion

Some of the basic characteristics of employees' promotion are as follows:

- It is based on certain criteria – time, merit and good conduct in some cases examination
- It is done annually in an organisation to all deserving employees; it is progressive
- It is somewhat connected and correlated to motivation and productivity

- Promotion is done by human resource management unit of an organisation
- It is a form of recognizing contribution to an organisation

Distinction between Employees' Promotion and Job Promotion

S/N	Employee Promotion	Job Promotion
1.	Horizontal advancement of an employee to a higher job with increase privileges	Vertical advancement of an employee within the organizational structure.
2.	Increase in salary	Only certain allowance
3.	Progress in higher positions	Position and rank has not changed; it is the job
4.	Giving after meeting the requirements	Distinguished staff in the organisation

Types of Employees' Promotion

There are different classifications of employees' promotion by different scholars. The common ones are as follows:

Sharma, Sadana and Kaur classified promotion into two. These are:

a. The promotion from a lower grade to a higher grade within the same class. Typical example are: the uplift from a class of messenger to a clerical staff or a recruit in the army to a sergeant (all are not non-commission officers)
b. The promotion from one class (lower class) to a different class (higher class). A typical example is from clerical to administrative staff.

Several scholars like Dale (2023), Armstrong (2009), Robinson (2010), Ubeku (1975) and many others came up with these classifications:

a. Horizontal Promotion: This is a lateral movement within the organisation where an employee transit to a new role at the same hierarchical level. In this type, job title and responsibility may change but level of authority and rank remain the same. It is done when the organisation wants the employees to diversify their skill set within the organisation.

b. **Vertical Promotion:** This is the most common type of promotion. In this case, the employee is elevated to a higher level/position within the company's hierarchical structure. It involves increased responsibilities, authorities and sometimes a change in job title. This type of promotion mean a step up in the career ladder and are often rewarded to individuals who consistently excel in their current roles and demonstrate leadership qualities.
c. **Dry Promotion:** In this type, it is characterized by an increase in job title and sometime pay without significant change in responsibilities on role. This is done when an organisation has limited opportunities for new responsibilities but still wants to recognize an employee's dedication and contribution.

Scholars like Flippo (1980), Wechen (2007), Ahmed (2010) came up with this classification:

a. **Open Promotion:** This is a promotion in which opportunity is available to all staff.
b. **Closed Opportunities:** In this type, the organisation considers application only from a selected list of eligible employees. It is restricted to only few persons.

Beside the said classifications, promotion can also be subsumed in this way:

a. **Defined Promotion:** This is a type of promotion that is structured and based on certain standard (time, merit, exams and good conduct)
b. **Appointive Promotion:** this is the type of promotion that is given as an appointment. Typical example is the appointment of head of department or director by vice chancellor in the university.

Principles of Employees' Promotion

The promotion of employees in an organisation is based on the following principles:

a. **Seniority:** This principle states that length of service should determine the order of precedence in making promotion. According to this principle, the older employee or the employee that first come should be considered. It believes that the older

the employee, the better the experience. The principle sometimes is subjective and it does not value exceptionality, hard work and merit.

b. **Principle of Merit:** This is the second principle of promotion. It is the rival of the principle of seniority. This principle states that the most meritorious or best qualified person should be selected for promotion. Merit in itself is a complex concept and embodies component like intellectual attainment, hard work, exceptionality and personality attributes like capacity for leadership, strength of character and so on.

There are several methods for testing merit. The common ones are:

- **Written Examination:** All deserving employees are given an exam and only those that perform well will be considered.
- **Discretion of the Head of Department:** This is the judgment of the HOD/Unit Head who is assumed to have personal knowledge of the various employees in the department. The objectivity of this method lies in the integrity of the head of department.
- **Service Record and Efficiency Rating:** This is judged by defined criteria like record of duties and the proficiency of the worker based on his record. In Nigeria, the Annual Performance Appraisal System is used to track the performance of the employees slated for the promotion.

How to evaluate service and efficiency for determining promotion is a comparatively new development in most societies. The British National Whitley Council in 1931 states that it should be based on the following qualities – (1) knowledge of the branch and department (2) personality and force of character (3) judgment (4) power of taking responsibility (5) initiative (6) accuracy (7) address and tact (8) power of supervision of staff (9) zeal and (10) official conduct. Before 1938, the grading was on 3 scales – (a) above average of his grade (b) average of his grade (c) below the average of his grade. In 1938, it was changed to 5 scales – (a) outstanding (b) very good (c) satisfactory (d) indifferent (e) poor. And in term of final assessment to indicate degree of employee fitness for the promotion to the higher level, the remarks are: (a) exceptionally well qualified (b) highly qualified (c) qualified and (e) not qualified.

In the United States, the grading was based on:

(a) Production Record: Applied to repetitive and mechanical task and things where quantitative comparison of output is easily possible.

(b) Trait-rating: This is the use of graphic scale to rate is trait. The grading are: (a) very good (b) ordinary (c) bad (d) and very bad. The traits that are judged are: (1) accuracy (2) reliability (3) neatness and orderliness (4) speed or dispatch (5) industry or diligence (6) knowledge of work (7) judgment (8) success in winning respect and confidence (9) cooperativeness (10) initiative (11) execution (12) organizing ability (13) leadership (14) ability to improve and teach others (15) quantity of work done

(c) Substantiating Evidence Report: This is the description of what was used to determine the employee is satisfactory or not. It is called the ordinary *Laffan system* – named after the inventor.

(d) The Analytical Check List: It was developed by J.B. Probst; a Chief Examiner for the City of St. Paul in 1927. In this method, he formed about hundreds of positive and negative qualities e.g. lazy, slow moving, quick and active, too old for work, talkative, too blunt and so forth. The rating officer marks the presence of these qualities in the employee under consideration.

In Nigerian public service, it is based on written examination and interview. All qualified persons will be slated for exams and those who did well will be invited for interview and then the promotion.

Benefits of Employees' Promotions

The benefits of employees' promotion are into two folds. These are:

- The benefit to the employees
- The benefits to the employers

a. Benefits to the Employees

Some of the benefits are:

- It is reward for dedication and hard work
- Recognition of hard work
- Foster sense of belonging and commitment
- Booster to morale
- Job security and confidence on the job
- Spur motivation
- Worker loyalty
- Professional growth

b. Benefits to the Employers

Some of the benefits to the employer are as follows:

- Nurturing internal candidate
- Grooming future leaders
- Positive domino effect on team dynamic
- Promote strive for excellence
- Boost employee performance
- Increase in organisation productivity
- Tool for workers' integration
- It reduces industrial dispute

Employees' Promotion Process

Employees' promotion processes are series of activities that are done to give way for promotion in an organisation. The steps are:

- Identifying potential candidate
- Preparing for promotion discussion
- Implementing the promotion

a. Identifying Potential Candidate: This has to do with the determination of the employees that are due for the exercise. In this case, the organisation looks at their growth trajectory, assessing whether their potentials go beyond current role and the period they have been at their current stage. Three crucial tasks are involved at this stage and these are:

- **Evaluating Employee Performance, Skills and Commitment:** This looks at the employee in term of meeting job responsibilities, dedication to their role, identifying the skill they possess and the impact on their current positions.
- **Consideration for Both Technical and Soft Skill:** An ideal candidate for promotion should have mix of technical and soft

skills. These are – ability to lead, collaboration, communication and adapt. This will make them thrive in a challenging role and contribute to team dynamics.

- **Identifying Internal Candidate:** This is the act of determining whether to focus on internal or external candidate. The external have their good side but the internal candidate have deep understanding of the organisation culture, values and operations. At this stage, the organisation looks at such candidate in the organisation that exhibit potentials beyond their current roles.

b. Preparing for Promotion Discussions: This has to do with the provisioning and engaging the deserving candidate in an effective communication on the new role and what is required to transit to that level. It has 3 pivotal tasks and these are:

- **Gathering Performance Data and Achievement:** At this stage, the organisation compiles a comprehensive record of the employees' achievement, projects and contribution. The data backed approach does not justify the promotion but also provides a clear understanding of the value they bring to the organisation.
- **Conducting Development-Focused Conversation:** At this stage, the organisation initiates open conversation with potential candidate about their career aspirations and growth expectations. At this stage, the employee and the organisation discuss the readiness of the employee for the new challenges and any additional responsibilities that comes with the promotion. The discussion empowers employees to understand their roles and set goals.
- **Setting Employee Expectations:** At this stage, clarity is provided on the expectations and the attached benefits. Here, the organisation defines the new job title, responsibilities and any associated changes in compensation. The employee has been provided with the mental picture of the new role and what is expected of him.

c. Implementing the Promotion: This is the final stage. It entails exciting the promotion with precision and transparency. There are 3 pivotal tasks that are done at this stage. These are:

- **Announcing the Employee Promotion:** It is at this stage, the employee is effectively communicated the promotion decision, the new job title, and the reasons behind it.

Recognizing the employees' journey and accomplishment is not only a celebration of this success but also inspires others.

- **Ensuring a Smooth Transition:** The promotion comes with new responsibilities and thus the newly promoted staff will prepare for the added task through regular performance reviews and other necessary training to set them up for success.
- **Monitoring Employee Performance and Growth:** It is the task of the organisation to continue to encourage the growth of the newly promoted employees and this can be done through the provision of opportunities for skill development, offer guidance and recognize achievement. It demonstrates the organization's commitment to their ongoing career advancement.

Employees' Promotion Strategy

Promotion strategy is a technique and procedure that are designed to aid employees' promotion. For an organisation to have good promotion strategies, there must be blend of factors such as transparency, growth opportunities, aid ongoing promotion.

Components of Employees' Promotion Strategy

The essential elements of employees' promotion strategy are as follows:

1. **Clear Criteria and Transparency:** These components advocate that the procedures should be well defined and be open to avoid suspicion and other forms of dispute. It has the following channels:

- **Defining Performance Metrics and Expectation:** The organisation should have a clear and measurable performance metrics that align with the company's goals. This will not only provide employee with roadmap for success but also ensures that promotion decisions are based on objective criteria rather than vague impression.
- **Communication Advancement Paths:** When it is open, it will set a pathway for career advancement in the organisation. When worker know and understands the different stages of growth and the skills required at each level, they will be motivated to align their efforts with the company's long-term vision.

2. **Ongoing Skill Development and Training:** This component can be accomplished through:

- **Identifying Skill Gaps Offering Training Opportunities:** This encourages employees to regularly assess their skills to identify areas that need improvement. The training will empower the employee to bridge the gaps and prepare for the next steps in their career journeys.
- **Nurturing a Learning Culture:** This will encourage employees to embrace growth mindset by fostering a culture of continuous learning. When learning becomes an integral part of the organization's ethics, employees are more likely to actively seek new skills and knowledge that align with their career aspirations.

3. **Performance Feedback and Appraisal:** This can be done through:

- **Regular Performance Evaluation:** Through frequent performance reviews to provide employees with insights into their strength and areas for improvement, regular feedback does not only help them gauge their progress but also informs promotion decision based on a track record of achievement.
- **Constructive Feedback for Growth:** This is a powerful tool for development in an organisation. Providing specific feedback on performance, highlighting accomplishments and offering guidance are some of the gains associated with this component.

4. **Opportunities for Growth and Responsibilities:** This can be achieved through the following:

- **Project Leadership and Cross-Functional Collaboration:** Through opportunities for growth and responsibilities, employees can take the lead on projects and collaborate across department. The experience will expose employees to new challenges, broaden their skill sets, and prepare them for roles with more responsibilities.
- **Exposure to New Challenges:** It presents employees with opportunities that stretch their abilities. By assigning tasks that are slightly beyond their comfort zones encourages growth, resilience and the acquisition of valuable skills that contribute to future's promotion.

Promotion Policy

Employees' promotion policy is an outline, procedures, guideline and principle that govern how promotions are earned and implemented. A clearly defined employee promotion policy serves as a cradle for fair and consistent employee growth.

Benefits of Employees Promotion Policy

- It serves as a roadmap for both employees and management
- It fosters a sense of equity among employees
- It aligns career advancement with the organisation's value and objective
- It instills confidence in the work force
- It contributes to a positive workplace culture
- It foster motivation and healthy competition
- It contributes to higher job satisfaction
- It increased engagement and the development of a skilled and motivated team that propels the organisation towards its goals.

Components of an Effective Promotion Policy

a. **Eligibility and Criteria:** The policy must define the eligibility requirement for consideration for promotion. It looks at factors such as tenure, performance metrics, skill acquisition and adherence to organizational values. When criteria are defined, the process will become transparent and employees clearly understand what is expected to be promoted within the organisation.
b. **Promotion Path:** A good employees' promotion policy should have a promotion path that defines direction of movement. This includes both vertical and horizontal movement which allows employees to see how they can progress within their current roles or transition to new one. The path provides a comprehensive overview of potential trajectories and it empowers employees to set goals and adequately work toward advancement.
c. **Performance Evaluation:** A good promotion policy should define how performance reviews are conducted, what metrics are used and how feedback is collected and analysed. This will

ensure that promotions are based on a fair assessment of an employee's contribution and growth.

d. **Transparency and Communication:** A good promotion policy should emphasize the importance of open and honest communication throughout the promotion process. This involves notifying employees of promotion opportunities, providing constructive feedback and communicating the outcomes, whether successful or not. The transparency builds trust and demonstrates that promotion decisions are made with integrity.
e. **Anti-Discrimination Measures:** A good employees' promotion policy should be anchored on commitment to diversity, equity, and inclusion by including anti-discriminatory clauses in the policy. It also ensures that promotions are based on merit and potential, not influenced by factors such as gender, race or personal relationships.
f. **Appeals Process:** A good employees' promotion policy should be able to define a clear procedure for employees who believe they were unfairly deprived a promotion. An appeals process provides a mechanism for addressing concerns and rectifying any errors in judgment and enhancing the policy credibility.

Employees' Promotion in the Nigerian Public Service

Employees' promotion in the Nigerian public service is specifically defined in the Nigerian Public Service Rule. The Public Service Rule (PSR) has defined key areas and major benchmark and allowed its various units to apply it according to the standard of practice and their peculiarities. In the Federal Civil Service, the Civil Service Commission (CSC) handles the promotion of all federal civil servants in the country. In the Federal Civil Service, an employee is qualified to seek for promotion after he or she has stayed for a period of 3 years on present rank (Known as time on rank). After this, the employees are scheduled for promotion; an examination will be slated for them and all those that sat and were able to meet the required standard will be invited for interview. At the grade level of 16 and 17, other factors like Federal Character Principle are put into consideration.

The employees' promotion in the Nigerian Police Force and the Nigerian Military is somewhat similar to that of the Federal Civil Service. Their differences are not much. An employee must have three years time on rank and must also be of good conduct before he or she will be allowed to participate in the promotion exams. It is after the examination, qualified candidate will be invited for interview and then the release of the result. The difference between the former and the latter is done by their parent agencies (Police Service Commission, Nigerian Navy, Nigerian Army Nigerian Air Force, among many others). In the case of the former, unit head can only recommend but have no power to do the promotion while in the later, unit head are major determiners. As it was in the federal level, so it is in the state and the local government; their promotion are conducted by the State Civil Service Commission and Local Government Service Commission/Board respectively.

In the para-military - customer, immigration, NAFDAC, NDLEA, among others, promotion exercise are conducted like in the case of the police and the army. The parent agencies conduct the promotion base on their peculiarities and as it is stated in their Scheme of Service. This is similar to all the agencies, commissions and parastatal.

In institutions of learning, the practice is somewhat different from the aforesaid institution. In the institution of learning – the polytechnic, college of education, universities, mono-technique (research institutes) among others, there are two categories of staff – the academic and the non-academic staff. There mode of promotion differs. In the case of academic staff, the staff must have stayed 3 years on rank and after meeting this, he or she must meet certain criteria like number of publications, conferences attended membership of professional association, among others. The requirements vary with levels. For example, in the university, for an academic to be promoted to the rank of a professor, a lot of things are involved. He or she must have not less than 9 years working experience; he must have not less than 43 points from journal application; 5 conference proceedings and must have supervised certain number of M.Sc. and PhD candidates. This is not the same with someone that is seeking to be promoted to senior

lecturer or readership. In the case of non-academic staff, the procedure is like that of the Federal Civil Service. The only difference is that the former is conducted within the school setting while the latter is conducted by Federal Civil Service Commission.

Employees' Promotion and Motivation

The traditional assertion and postulation was based on the work of Fredrick Herzberg who in his monumental work – Two Factor Theory. The traditional assumption states that promotion just like other factor he listed – salary, company policy, supervision, etc. can only stop dissatisfaction but they cannot lead to motivation. The Herzberg theory raised its assumption base on an interview conducted to 200 lawyers and Accountants in Philadelphia, USA. These sets of persons are individuals that have attained self-esteem; they have made it and do not need things Herzberg called hygiene factors to be motivated.

Studies of classical scholars like Fredrick Taylor, Henri Gantt, Frank and Lillian Gilbrech, Henri Fayol, Weber (Ideal bureaucracy), emphasizes the need for employees' promotion and were able to demonstrate how it is a motivator. Psychological studies like the work of Sigmund Freud in his psycho-analysis established the relationship between promotion and motivation. According to Sigmund, promotion boosts the ego and every worker or individual has it. The ego can spur motivation when the employee has been elevated or there is increase in his or her rank.

Contemporary scholars and theorists of motivation advocate that employees' promotion is design primarily to motivate employee. They were able to differentiate between types of employees that promotion can motivate and those that cannot be motivated by promotion; a difference that Frederick Herzberg failed to analyze. According to Edwin Lock- one of the principal contributors, promotion motivate only employees that are still growing while those that have reached their peak (self-actualization) cannot be motivated by it. A professor that has reached a bar cannot see promotion, most especially horizontal promotion as a motivator unlike those that are coming up like Senior Lecturers, Readers, among others. The distinction of the categories of people that are

motivated by promotion was what Herzberg failed to observe in his classification.

Another issue pertaining employees' promotion and motivation is the variation in the content of the types of promotion. Some types of promotion has element of motivation in them while some do not have. A dry promotion does not have motivation just like vertical promotion. Motivation is only enmeshed in horizontal promotion where there is change in rank, pay and responsibilities. Herzberg in his subsumption should have narrowed his postulation on just some specific types of promotion and not all.

Relationship between Employees' Promotion and Productivity

Almost all the studies on the relationship between employees' promotion and productivity see promotion as a consonance of productivity. Most of them believe that if employees' promotion can spur a worker, a motivated worker is always a hardworking person and a hardworking worker is productive. Studies of Lock, Dale, Robins were able to link promotion to productivity. They state that even in the dry promotion there is element of motivation that can spur productivity in an organisation.

Cole (2003) believes that promotion in itself is productivity. He went further to state that before an employee is being considered for promotion, he or she must be considered as being productive. Most if not all organisations promote only staff that are productive. This is why in most organization, all employees-both those that are looking for promotion and those that are not must fill the Annual Performance Evaluation Review Form for them to be considered.

It is the productive aspect on the promotion that led to the conflict between the two principal principles of employees' promotion. The first principle which was based on seniority advocated that only those that have overstayed should be considered. This school of thought believes that the higher the horizon of the seniority the better the experience and consequently productivity. The seniority approach is a traditional approach and mostly practiced in the public sector. In the case of the second principle, it believes that only meritorious staff should be

considered; those that are not productive should not be promoted. This principle has equated employees' promotion to productivity; it craves that only those that are resourceful should be promoted. It believes that promotion is productivity and productivity can only be possible through employees' promotion.

Scholars like Clegg, Fajana, Otumba, Solarin, etc., used industrial relation point of view to point out the promotion that is in productivity. They advocate that an organisation that promotes its employees as when due has less challenges of industrial dispute, labour turnover, among others. They went further to state that industrial harmony is a strong consonance of job security, workers maintenance and integration, among others; and these are things that boost performance and productivity in an organisation.

Conclusion

Employees' promotion is at the heart of fostering a thriving work place ecosystem. Beyond titles and raises, it is a commitment to growth, recognition and shared journey of an employee. In this work, we were able to look at what is employees' promotion and its distinctions from job promotion, types and principles of promotion.

In the work, we also looked at those strategies and policies of employees' promotion in an organisation. We also established a relationship between employees' promotion and variables like - motivation and productivity. Also in the work, we looked at the nature of employees' promotion in the Nigerian public service.

Revision Questions

1. What is the distinction between employees' promotion and job promotion?
2. Discuss the basic features of employees' promotion.
3. List and discuss the types of employees' promotion.
4. What are the principles of promotion?
5. List and discuss the benefits of employees' promotion to the (a) employees and (b) employer
6. Discuss the process of employee's promotion
7. What are the components of an effective promotion policy?
8. Discuss the strategies of employee promotion

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Chapter Six (6)

Workers' Compensation

Introduction

Workers' compensation means a number of things. It is not just a settlement for loss, damages, amend or payment for work done. It is broad and it has a lot of facets. In this work, we will restrict ourselves to payment for work done. Aspect like industrial accident and settlement will later be discussed.

The chapter looked at what is compensation; its etymology and its broad nature. The chapter also looked at what is workers' compensation, basic features and basic concepts like – wages, Salaries, Fees, Commission, Remuneration, Emolument, Honorarium, Stipend, and many others.

The chapter looked at determinants of wages and Salaries, administration and factor to be considered before fixing wages and salaries. The chapter also looked at incentives and incentive plans. The chapter also looked at theories of wages and salary.

What is Compensation and Workers' Compensation?

The word compensation is coined from the old English word compensate which also evolved from a Latin word "compensare" and it denotes weigh together. It is a reward, settlement or reimbursement for a work done. It is what is being paid for a job done. It can be in monetary term (Pay) or benefit (non-monetary values).

When the word worker is used to qualify the term compensation, it implies that is a settlement for employee in an organization. Workers' compensation is any pay, benefits or

reimbursement given to workers for the work they have done. It is the entitlement given to workers for a work or service they have rendered.

Types of Compensation

Basically we have two types of workers compensation. These are:

(a) Monetary: This is known as pay. It is are money given to a worker for a work done

(b) Non-monetary: This is known as benefit. It is a value in non-monetary terms given to a worker in addition to basic pay or monetary value

In administration and professional practices, the word compensation is applied and used to mean different things. It is only in economic terms that all forms of compensation are classified as wages. The various usages and applications are known as forms of compensation and some of them are treated below.

Forms of Compensation

There are various forms of workers' compensation. The notable ones are:

(a) Pay: This is money that is given to a worker for a work done

(b) Benefits: This is given to a worker in addition the basic pay. Examples are medical insurance, holiday allowance, etc. It is into different forms and the common ones are:

- **Overtime Pay:** This is an addition that is given to a worker for work done beyond normal hour
- **Shift Pay:** This is the addition that is given to workers; for the hardship and inconvenience they suffer as a result of change of work shift
- **Special Addition:** This is the addition that is given to a worker for working under abnormal working conditions.
- **Length of Service Addition:** This is the addition that is given to a worker for long term of service to an organization
- **Cost of Living Allowance (COLA):** This is a type of addition that is given to a worker to offset the high cost of living in a cosmopolitan area

- **Merit Addition:** This is a type of addition that is given to a worker for a meritorious service
- **Pay by Result Bonus:** This is an additional pay that is given to a worker for an increase or improvement in an output

(c) Remuneration: This is a pay or reward for goods or services
(d) Emolument: This is a pay for the work done
(e) Honorarium: This is a pay that is given to a person for addressing a conference or a group
(f) Stipend: This a pay that comes at a regular interval and it cover long expenses
(g) Fee: This is a pay for a professional service

Wages and Salary: Basic Concepts

In administration, we do not see salary and wages as the same as it is in economic sense. Before we differentiate between the two concepts, we will like to define some basic terms. These are:

(a) Work: Any paid job. A paid employment
(b) Job: This is any paid occupation. It is an activity such as trade or a profession that somebody does regularly for a pay
(c) Labour: A work done using the strength of the body. A physical work
(d) Task: This is a piece of work that somebody is given to do. It is an assigned work usually with a deadline and usually have short term duration
(e) Manual Work: A work involving physicality rather than mental exertion
(f) Non-manual Work: It is also known as a mental work or skilled work; it is work that involves the use of mental energy
(g) Skilled Work: It is a type of work involving experience and training

Wages and Salary: Meaning & Distinction

Wages is the sum of money to manual work. It can be expressed hourly, daily, weekly or by piece (output or performance). Salary on the other hand is payment for non-manual work and it is expressed in annual term or monthly. It is mainly given to workers who are professionals or workers that are engaged in a non-manual

work and mental work. The differences between the two concepts can be seen in the table below.

Difference between salary and wages

Nature	Salary	Wages
Meaning	Payment for non-manual work is expressed using a fixed and regular interval	It is the payment for manual work and it is expressed daily, weekly or by piece
Internal	Fixed and regular (Annual or monthly)	Daily, weekly or by piece
Kind of work	Profession	Non-professional
Work	Job	Labour

Determinants of Wages and Salary

The following are factors that determine wages and salaries in a society

(a) Price Level: The purchasing power of money can be influenced by price level in a society. When it is high, the purchasing power of money will reduce and when it is low, the purchasing power will be high. Price of goods has significant influence on how people spend; it can reduce or make it high.

(b) Money Earned: The sized of the pay package received by the worker is an important determinant. The greater the earning the greater the spending and vice versa.

(c) Regularity of Work: The regularity of the work or the permanent nature of the work has influence on how a worker is paid. A permanent job, even if it attracts a small pay is far better than a temporal job which may yield high reward in terms of money

(d) Nature of Work: The nature of work also plays an important role in determining the level of wages and salaries in a society. Some works or occupations have higher pay while some have lower pay.

(e) Future Prospect: An occupation carrying the promise of better prospects of promotion in the future is considered to be better than the one which does not do so even if the monetary value offered by the later may be high

(f) Extra Benefits: Extra benefits are those additional benefits workers received from their jobs and it varies with jobs and occupations. It is in some jobs and not in others and this has significant influence on wages and salaries level

(g) Incurred Expenses: In some work or jobs, a lot of expenses are incurred while in some others the expenses are less. The person who incurs less will have higher wages or salaries than the person who incurs high

Some Basic Concepts in Salary and Wages Administration

- **Minimum Wages:** This is a wage that provides not only for the bare substance of life but also for the preservation of the efficiency of the workers. It is the minimum that must be paid to the worker to cover his family's bare necessities including some measure of education, medicals and other amenities
- **Money Wages:** It is also known as nominal wage. It is the amount of money income received by workers for their service.
- **Fair Wage:** It is a wage which is to be considered as a fair amount of return for the effort of the employees and should be able to cover the other necessities of life, aside basic necessities like food, clothes and shelter for his family. The rate for the fair wage lies between real wage and minimum wage
- **Real Wages:** These are the various facilities, benefits and comforts which workers receive in terms of goods and services for their work. These are in addition to the money wages of workers
- **Time Wages:** These are wages that are paid daily, weekly, for night or defined by a period
- **Price or Output Wages:** This is a type of wages that is paid based on the output or the performance of the worker
- **Wage Differentials:** These are wide differences in wages received by individuals from occupation to occupation, from industry to industry, from place to place within a country
- **Living Wage:** It is a wage that is designed to fulfil some of the requirements of a family like food, cloths, education and insurance against misfortune along with other basic necessities.

Characteristics of Salary

A good salary must possess the following attributes:

(a) Total Packages: It is characterized by basic pay and allowances

(b) Progressive: A good salary should increase every year. A step should be added to the employee's monthly pay after performance is appraised. It can only remain fix when the workers is at the bar, means one has reached the highest step

(c) It is Personal: It is not a collective thing. Every worker's pay is unique. A worker is paid according to his position, work, rank, level and step

(d) Confidential: A good salary must be confidential. It is not something that should be given in the open or before the eyes of other employees

(e) Consistency: A good salary should be persistent, regular and something permanent-till the emergence of things like retirement, dismissal, among others

(f) Influence of Trade Union: In a public sector and some private organizations, labour unions have strong influence on its determination.

Characteristics of Wages

- It is mostly collective
- It is not consistent; it can stop with the work
- It can hardly be influenced by labour union
- It must be something acceptable to all
- It should have some level of motivation in it

Administration of Salary and Wages

A good salary should be administered in this direction

(a) Ad Hoc: It can be erratic; based on the will of the employees

(b) Merit: They can be administered based on performance, yield and output of the employee. This is typical of the private sector

(c) Incremental: A good salary or wage should be progressive. In the case of salary, after Annual Performance Evaluation Report (APER), it is expected to increase.

Methods of Fixing Wages and Salary

There are several ways to fix wages and salaries. The most common ones are:

(a) **Agreement between Employer and Employee:** This is based on a contract between the employer and the employee. It is known as collective agreement

(b) **Voluntary Arbitration**: The process of resolving conflict between people by referring to third parties. In this case, it is voluntary

(c) **Compulsory Arbitration:** The process of resolving conflict between people by referring to third parties. In this case, it is mandatory and it is stated in the company's policy

(d) **National Wages Commission:** It is a commission that is established by government to review wages and salaries of workers from time tom time

(e) **Company Pay Policy:** This is a policy of an organization on matters pertaining compensation. In the policy, how, when and what to pay is stated

(f) **Government Order:** Government can on its own decide to increase or reduce the salary of workers. It can increase it as a way of attracting legitimacy or to manage prevailing economic condition.

(g) **Cost Consideration:** Cost of living can influence the pay of the workers. When the cost of living is high, a state can choose to increase the pay of its workers and it can decide to reduce it during economic downtown; instead of laying off, it can decided to reduce pay.

(h) **Position:** The position that a person is occupying or place also determine how he or she is being paid

(i) **Result:** This is also known as output or performance. This is when a worker or a labour is paid on what he or she has produced; the impact of the worker

(j) **Labour Union:** The labour union in a society, most especially in a capitalist and free market economy influences how wages and salaries should be paid.

Theories of Wages and Salaries

Different theories have been put forward from time to time to explain how salaries and wages are determined. Some of these theories are:

- **Subsistence Theory of Wages:** This theory was first postulated by the physiocratic school of French economics of the 18th century. The theory was further developed and improved upon by German economist (Stuart Mill) who called it the iron law of wages. According to this theory, labour power is a commodity and its price is determined by its cost of production. It explicitly states that the cost of production is the minimum subsistence expenses required for the support of the worker and his family so that he or she continued the supply of labour
- **Standard of Living Theory of Wages:** The proponents of this theory were the classical economists of the 19th century who presented a modified version of the subsistence theory of wages. The theory states that in the long run, wages tend to equal the standard of living of workers, i.e. there are some standard of living to which workers are habituated. They will try to maintain it, with no tendency to increase or reduce it. This can be caused by biological factors and other things like customary and social needs which has significant influence on them if standard of living is higher than what the worker earned; he or she will definitely change his or her lifestyle and vice versa
- **The wage Fund Theory:** This is another theory of wages and salaries. It was propounded by J.S Mill. According to this theory, wages depend upon the proportion between population and capital, or rather between the number of the labour class who work for hire and the aggregate which may be called wage-fund and it consist of that part of circulating capital which is expanded on the direct hired labour or hire of labour
- **The Residual Claimant Theory:** This is another theory of wages and it was propounded by an American economist known as Francis A. Walker. He stated that wages of labourers are paid out of the product of his or her industry. This theory maintains that wages equal the whole product minus rent, interest and profits. In other words, the theory holds that wages are equal to the product of the industry minus deductions for the other three

factors of production. The theory regards workers of Jevon, the wages of the working man are ultimately coincident with what he produces after the deduction of rent, taxes aid the interest on capital

- **The Marginal Productivity Theory of Wages:** This is another theory of wage determination. According to this theory, wages in a competitive market tend to be equal to the marginal product of labour. Marginal productivity is an addition to total productivity resulting from the employment of an additional unit of labour.
- **Marxist Theory of Surplus:** This is another theory of wages determination. It was based on the work of Karl Marx. The theory states that workers agitate when wage is small and employer would always want to make so much profit; a term it called surplus values.
- **Bargaining Theory:** This is theory was propounded by John Davidson. The theory states that wage is a function of the bargaining power between union and the employer. The theory asserts that union has significant power to influence wages of its members.

Incentives and Incentive Schemes

Incentive is something or anything that encourages somebody or a worker into action; it motivates the work to something or does more. Incentive scheme is also known as incentive plan. Incentive schemes are intended to increase workers motivation by allowing them to earn proportionally higher returns from greater efforts.

American Society of Mechanical Engineer (ASME) defines a wage incentive plan as a method of payment which directly relates earning to production; a system which enable work men to increase their earning by maintaining or exceeding an established standard of performance.

It is a tool used by management to stimulate workers to increase production more than average and in accordance with their productivity. Incentive plans are methods in which employees of an organization are kept motivated for the work that they do and are

encourage on reaching or accomplishing certain organizational goal; it is a strategy to motivate individual or group performance. It is usually included as part of compensation structure of an organization. It can be for lower employees, middle management and senior management.

Types of Incentives

Basically, we have two types of incentive schemes or plans. These are:

- **Financial incentive**: These are the rewards paid to employee efforts or to encourage employees in cash
- **These are non-monetary incentive (other than cash):** These may include gift items, discount coupons, special holidays, etc. Some of the non-financial incentives are:
- Good climate for competition amongst the employees to help the organization
- Good housing
- Recreational facilities
- Medical facilities
- Employees promotion and facilities for personal growth
- Foreign trips
- Educational trips

Characteristics of a Good Incentive Scheme or plan

- The plan should be simple to be understood and easy to operate
- It should be consistent. One installed, the incentive scheme should not be altered too often.
- The scheme should be such that it motivates the employees to produce more.
- It should have direct relationship between effort and award.
- It should integrate and create harmony not division among the workers.

Classification of Incentive Plans

There are several classifications of incentive plans. There are those that classified them into two – individual and group and there are those that classified them into – piece rate, time, premium, efficiency, group and many others. There are classifications that are based on profit, performance and output.

(a) **Individual incentive scheme:** Under this, the individual is paid incentive on the basis of the individual performance or output.

(b) **Group incentive:** Under this, each employee is paid incentive on the basis of the collective performance of his group to which he belongs.

Advantages

- It promote team work
- Performance is higher than that of an individual
- It is easy and simple to operate
- Friction among workers is controlled

Disadvantages

- It do cost organisation much
- Only applicable to larger organisation
- How to define and form the group is sometimes difficult

Types of Group Incentives

- **Profit Sharing:** It is collaborative incentive programme in which you pay a share of your company's overall earning to your employees.
- **Priest man's plan:** This is another type of group incentive. It establishes a standard of performance for the whole organisation; if the performance encompasses the benchmark an incentive is given in proportion to the increase. In the event that output does not meet the criteria, workers are only paid the minimum pay.
- **Scanlon plan:** Joseph Scanlon inspired the approach. Under this plan, one percent participation incentive is paid for every one percent gain in production.
- **Employee stock ownership plan:** This plan provides workers with business shares, either as an outright grant or at a beneficial price that may be less than the market worth.

(c) **Piece Rate:** This is an incentive where a workers or a group is paid per item produced. There are several systems on how this can be done and there are:

(1) **Taylor's Differential Piece Rate:** This plan was developed by F.W. Taylor, the father of scientific management. Under this system, a standard output for the day is fixed based upon the

accurate time and method study. The employees who achieve this standard or produce more than the standard are given higher rate than those who fail to reach the standard.

(2) Merrick piece rate: This system provides the piece rate. These are:

(a) Up to 83% standard output – Basic rate
(b) Over 83% - 1.10 x basic rate piece
(c) Over 100% - 1.2 x Basic piece

(d) Time: This is the plan that adjust performance base on efficient use of time. It has the following system:

(i) Gantt Task: It was proposed by Henry Gantt. Under this method, the standard output is fixed based on time. If the worker achieves the standard output or produced more than the standard set with the time, he or she will be provided with extra allowance between 25% and 50% of the hourly rate

(ii) Spot Bonus: This is a significant incentive that is given to employees on the spot in exchange for performing a specified assignment. It is a quick response for an excellent work done by a worker or workers.

Advantages

- It measure work with time
- Delay is managed
- Time is utilized

Disadvantages

- It is difficult to calculate
- It is only applicable to manual jobs

(e) Premium: This is an incentive scheme that is based on quality of output or exceptionality of work being done. Under this plan, the best or the finest work is reward. It has the following system:

- **Halsey Premium Plan:** It is a gain sharing plan. Under this plan, standard times are established based upon the past experience. The plan guarantees the worker a certain base rate and in addition a certain percentage of time he or she has done the job.
- **Rowan Premium Plan:** This plan or system was devised by James Rowan of Glasgow in the 1901. This plan focused on best

use of time. The plan provides each worker a guaranteed minimum wage plan bonus for certain portion of the time saved. The portion of time payable for incentive brings the ratio of actual time taken to the standard time.

- **Bedaux Point:** This system is applicable when the production involves using short cycle of job or varying work contents.

Advantages

- It encourages quality performance
- Simple to operate
- Production cost saving
- A good protection against loose standard

Disadvantages

- It does not value quantity
- Costs are easily incurred
- It can sometimes lead to unhealthy competition among workers

(g) Efficiency Based plan: These are plans that give incentive based on how well production is done or has achieved a desired result without wasted energy, effort and time. It has the following system:

- **Emerson's Efficiency Plan:** Under this method, actual output of the worker is compared with standard output to calculate the efficiency. An incentive is paid to the worker whose output exceed 2/3rd of the standard performance

$$Standard = \frac{Actual\ Ouptut\ for\ the\ Period}{Standard\ Output\ for\ the\ Period} \times 100$$

- **Performance Bonus:** This is awarded to a team or individual. The organisation divides the reward among team in case of a team and it is based on the rank or position of the workers.

Advantages

- The plan is simple to design
- It is easy to operate
- It bring competitive spirit for the workers to produce more

Disadvantages

- It is unpopular among workers
- It has no clear benchmark

- It favour smaller organisation than larger ones

Compensation Policy in the Nigerian Public Service

Compensation policy in the Nigerian public sector has its root from the colonial period. Before the advent of the public service, workers were paid base on piece rate. The epoch of First World War (1914-1918) and the amalgamation of Nigeria as a unified state led to the formation of unified public service. The essence of the formation of the public service was to help the colonial government in its administration and also to set the basis to harmonize salary system among workers in the public service.

In 1928, there was ordinance that led to the formation of labour union. The union encourages workers to agitate for better welfare. The high cost of living that was caused by the great depression of 1929 forced the colonial government to restructure the wage system of the country. Cost of living allowance was introduced and a harmonized package among all public officials was achieved. It was because of the effect of the depression and the impact of the Second World War, that the colonial government introduced several reforms to improve the wages and salaries of workers. Some of the Committees and Commissions are: the Tudor Davies, Elwood panel, among others.

After independence was granted to the country, the new government or the national government did not relent, they introduced set of reforms to manage the wage system in the country. Several committees and commissions were set. These are the Ayade Technical Committee, the Udoji Commission, among others. A part from the implementation of the reforms, every government that came on board introduced new minimum package to spur workers' motivation in the public service.

In 1999, the National Salaries Income and Wage Commission was established to manage wage structure and all income related issues in the country. It is being headed by a Chairman and certain numbers of Commissioners. Despite the establishment of the

Commission, there were several industrial actions on wages discrepancies and differential in the country. The Ministries, Department, Agencies, Commissions and Parastatal of states of the federation have different wage structure; it was not harmonized and it varies. This has been the reason for several industrial actions in the country.

The record on ground and reports of United Nation International Labour Organization in 2023 rated Nigeria among countries whose workers are not adequately paid. In its comparative analysis of what workers are paid in Africa, Europe and Asia, African countries were rated less paid compared to the rest. In Africa, Nigeria, Kenya and Cameroon were rated as the less paying countries while Sao Tome and Principe and South Africa were rated as the those countries that paid well in Africa. This justifies why there is high case of brain drain in the affected countries; workers welfare is not well catered and that is why they are not always contented. Productivity in these countries cannot be same with those nations that paid well; it is because of this anomaly that the workers in these countries prefer to go to other countries that paid well.

Compensation and Productivity

There were several views on whether compensation packages (pay, wages, salaries and other benefits) could spur productivity. Classical works like the work of Fredrick Taylor and Henri Gantt attempted to link the productivity of a worker to what he or she earned. It was because of this that industrial managers introduced the piece rate system; a system that allowed a worker to be paid base on the level of output. The essence of the piece rate was not just to boost motivation but also stimulate workers toward greater performance and organizational productivity. Apart from this work, there were other works like the work of Merricks, Scot and Sloan that emphasizes the important of workers settlement on productivity.

The other variance was chaired by the work of Frederick Herzberg who in his two factors theory explicitly stated that pay is not a motivator; it is a hygiene factor that can only remove dissatisfaction but cannot in itself aid satisfaction unlike the

perception of Taylor and his group who were managers of different firms (manual work and unskilled labour), Herzberg was just a scholar who only conduct an experiment in a city of Philadelphia on 200 skilled workers (accountants and lawyers). The group of people Herzberg experimented with are persons who have already achieved self-esteem and major goals; they are people who have outgrown the level of basic needs and would never be motivated because they already have it and have grown beyond it. This explain why they never regard salary or pay as a motivator and may never spur them toward greater performance.

Modern studies like the work of Nwachukwu (2003), Stone and Kelly (2003), Telsang (2007), among others have brought a different notion on the relationship between compensation and productivity. In their different studies, they were able to establish a relationship between the two variables; they see compensation as a critical driver that will facilitate productivity. Most of the drivers pointed by their studies are: commitment, dedication, loyalty, maintenance and the integration of the worker. In Africa and most Asian countries, manual workers work primarily because of the pay. This is why they easily switch from one job to the other, most especially those that will fetch them much pay. According to the Nigerian National Bureau of Statistics (2022), out of 20 workers that have leaved their job for another, 19 would fault it on inadequate pay. A study conducted by Benson and Cole (2015) shows that pay has significant influence on productivity. They carried a study on 58 companies in Africa, Europe and Asia. They found out that workers prefer to work in organization that pays well and the productivity of organization that pays its workers well is higher than those that do not pay well. In Nigeria, workers who work in well-paid organizations like NNPC, Federal Inland Revenue Service (FIRS), NIMASA, among others exhibit trait like commitment, dedication, punctuality, among others and these factors are critical elements that spur workers toward greater performance. Organizations like the Nigerian public primary schools, Nigerian local governments and some state civil services, workers comes to work at will and do not give out their best; their productivity can never be compared with the other group that are adequately being paid.

Conclusion

Workers' compensation is one of the essential aspects of human resource management. It means more than settlement for work done. It has different layers – the pay, benefits, indemnity, incentive, among others. This chapter looked at what is compensation, characteristics of compensation and some basic concepts.

The chapter also looked at wages and salaries from administrative point of view. We also looked at the determinants of salaries and wages, methods for fixing wages and salaries, attributes and administration of wages and salaries, among many others.

The chapter also looked at the theory of salaries and wages - wage fund, Marxist theory of surplus value, subsistent theory, standard of living theory, residual claimant theory, collective bargaining theory, among many others. In this chapter, we also looked at what is incentive, the different incentive plans – individual, group, piece rate, time study, efficiency and many others. The chapter also looked at the relationship between compensation and productivity and the nature of compensation in the Nigerian public sectors.

Revised Questions

(1) What is workers' compensation? List and discuss the types of workers' compensation
(2) In a table, differentiate between salary and wages
(3) List and discuss the theories of wages and salary?
(4) What is incentive? List and discuss the various types of incentives schemes
(5) Discuss the nature of workers' compensation in the Nigerian public service
(6) What is the relationship between workers' compensation and productivity?
(7) Write short note on the followings: (a) Time wages (b) Living Wages (c) Fair Wages (d) Real wages (e) Minimum wages

(8) Write short note on the followings: (a) Work (b) Job(c) Task (d) Labour
(9) Write short note on the followings: (a) Pay by Result (b) Special Addition Bonus (c) Merit addition
(10) Write short note on the followings: (a) Remuneration (b) Emolument (c)Honorarium (d) Stipend
(11) Write short note on the followings: (a) Piece Rate incentive (b)Taylor Differential incentive (c) Merrick Piece (d) Bedaux Point

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Chapter Seven (7)

Workers' Maintenance and Integration

Introduction

Maintenance and integration are some of the operational functions of human resource management that is practiced in all organizations – public or private, formal or informal, civil or military, traditional or modern. It is an imperative and a continuous activity. A lot of scholars in the past and at the contemporary time have narrowed the two concepts as motivation and some others tend to use them interchangeably. Some of them believe that integration should take place before maintenance while some argued that integration should come after the employee has been maintained.

A good organization should maintain (stabilize) the employee before integrating him or her with the organization. Integration and maintenance means more than motivations; motivation is just an aspect of worker's maintenance and integration. There is a modicum of motivation in each of the two concepts. Most studies and scholars see it as a word and just a function of human resource management (HRM) without creating a clear distinction between the two concepts in terms of their nature and rank and how they can be exploited to help the employee and the organization, achieve results.

This work looked at the two concepts; their nature, distinction and relevance in the workplace. The work also looked at the various strategies of maintenance and integration in an organization. The work also looked at what and who is to be maintained and be integrated. The work also looked at how to maintain and integrate the workers in a work place and the challenges that are associated with the application of maintenance and integration in an organization.

Conceptual Clarification
What is Maintenance and Worker's Maintenance?
a. Concept of Maintenance

The word maintenance is a noun and it evolved from the old English word maintain- a verb which has two derivatives; a French word "maintener" (Literally denotes hold in the hand) and a French word "manus" and it denotes hand. The word is synonymous to words such as – uphold, preserve, keep, sustain, retain, look after, care for, and many others. It is a work that is done regularly to keep a machine, building, a piece of equipment, workers, among others to be in good condition or working order.

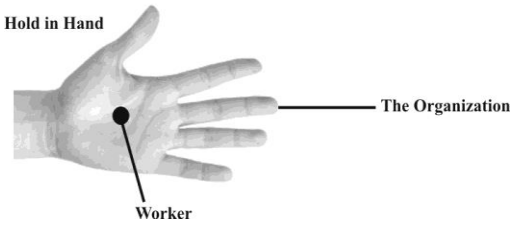
It is the general condition of something with respect to making it continue or keeping it in existence without changing or impairing it. Maintenance is a situation of ensuring that something continues to work properly by checking it regularly and making repairs and adjustments if required (Cinjel, 2020).

b. What then is Worker's Maintenance?

Worker's maintenance is one of the essential tasks of a personnel manager or human resource manager that can easily be said but difficult to be seen or be practiced. It means more than sustenance, keeping in good condition, preservation and retaining employee. It is a process of ensuring that workers or employees are stable, employees are taken proper care of and made to believe that the organization will help them to achieve their personal goals and aspiration.

It is a process of providing employees with all that they need for a reasonable standard of living. Worker's maintenance also entails the continuous process of upholding and keeping workers in an organization in good condition, providing them with all they required- good working condition, good working environment, good equipment, good leadership and all that will ensure that the employee is convinced that his or her ambition, aspiration, drive, spirit and dreams are practicable and realistic by staying in the organization (Cinjel, 2022).

Figure4.1: The Nature of Worker's Maintenance



Characteristics of Worker's Maintenance

Worker's maintenance possesses the following attributes:

a. **It is a Process:** It means more than a word or an activity. It is a series of actions that must be directed toward the goal and objective of an organization.
b. **It is a Continuous Exercise:** It is an exercise that must be continued without changing backward, stopping or being interrupted in space or time. If it will change, the change should be progressive; an improvement on the present state or a positive development.
c. **It is Steady:** Worker's maintenance is fixed, stable and not easily moved. Any attempt or tendency to change backward or a fluctuation will means a distraction or an interruption and this means a bad omen and presage to the organization.
d. **It has some Portion of Motivation in it:** The motivation in maintenance is akin to what Fredrick Herzberg called the hygienic factors. It stabilizes and preserves the worker but the level of motivation in maintenance is less unlike that of the integration.
e. **It is a Piece:** It cannot work or be successful without introducing integration. It can achieve its goal only if it is corroborated with integration.
f. **It removes Dissatisfaction:** Herzberg terms such factors as sustenance. It only removes dissatisfaction and discontent on the job.
g. **Goal Orientation:** This is also one of the basic features of worker's maintenance. The essence of the maintenance must be the sustenance of the goal of the organization

Kind of Persons to be maintained in Organization

The following are the persons or groups that need to be maintained for an organization to achieve its goals:

- **The Worker as an Individual**: This has to do with a single employee as a person or an individual on the job or an assigned task.
- **The workers as a Group, a Team, and the whole Workforce:** This has to do with the whole of the workers as a group, team, department or unit who work together in order to help the organization achieve its goals.
- **Stakeholders:** This is either a person or group with a direct interest, involvement or investment in the organization. This can be investors, shareholders, sponsors, patron, and interested party.
- **Customers/Users:** These are the direct beneficiaries of either the goods or the services. They are consumers, clients, purchasers, buyers, punter, habitué, etc.
- **Well-Wishers:** These are people who wish success or good luck or goodwill toward the organization. They are the supporters, fans, and friends of the organization.
- **Partners:** These are also set of people that need to be maintained by an organization. It is either a person or a group that is involved in an activity with the organization. These are associates, affiliates, collaborators, etc.

b. Activities to be maintained in an Organization

The following are those activities that need to be maintained for the organization to achieve its goals:

i. Conviction: These are those firmly held belief or opinions that are held to retain the employees. It gives hope, assurance, confidence, and certitude to the employees. These are things like- trust, faith, confidence, expectation, courage, etc. For an organization to be able to maintain its employees; it should possess in its culture and behaviour good conviction; the conviction gives hope and is encouraging and reassuring.

ii. Relationship: This is the connection between two or more people or group and their involvement with each other especially as regards to the way they behave and feel about each other. The relationships are:

- Between groups, units and departments(Inter-group)
- Among employees (Intra employees)
- Between employees and management
- Between an employee and other employees (Inter-employee)
- Between an organization and other organizations(Inter-organization)
- Between the organization and outside world (customers, partners, etc.)

iii. Machine/Equipment/Tools: An employee or employees can also be maintained if the state of machines, tools and equipment are functional and in good condition; that is, all the facilities required to carry out tasks must be properly kept, provided and improved.

iv. Pulse of the work: This is the spirit, the beat, the rhythm, thump, pulsation and the tempo on the job. If the tempo and the pace is distracted or disrupted, morale and interest will be weaken and thus the prevalence of labour turnover, cessation, work stoppage, labour unrest and many more will become the order of the day.

v. Organisation Performance/Productivity/Output: This has to do with the yield, the gain, the profit, the return, and many other things that would help the organization achieve its goals.

Vi Quality of Service/Goods: This has to do with the general standard or grades or the essential attributes of what the organization is providing. They give the organization worth, value, evidence, class, prestige and many more.

Strategies of Worker's Maintenance

These are those plan, scheme, policy, approach and tasks that are employed to maintain employees on the job. These are:

a. Employee Training: This is also one of the strategies that an organization can use to maintain its employees. Training is the process of learning or acquiring skill. When an employee is trained, he or she can be competent, have confidence on the job and have the worth or the sense of achievement. A good organization that wants to sustain its employees must expose them to training.

b. Employee Development: This is another way to sustain employees on the job. Employee development entails exposing employees to perform certain additional tasks and assume position of importance. These are things like acting, delegation, deconcentration, mentoring and many more. When an organization provides room for employee's development, it easily maintains its employees. Employees feel sense of belonging when an organization gives them room to develop themselves.

c. Employee's Promotion: This is another strategy an organization can use to sustain its employees. Employee promotion entails advancement to a more senior job, or a higher rank, grade or position. An organization that promotes its employees regularly and as at when due easily maintain its employees than those that are rigid, conservative and not consistent with its promotion policy.

d. Good Working Condition: This is also one of those things that can be used to sustain an employee in an organization. Working condition is that policy statement of an organization that provides explanation about its rules, job structures, relationships, its vision and mission, its goal and objective, its expectation and targets, etc. An organization with good condition of service does not only maintain but attract employees into the organization.

e. Compensation System: This is one of the strategies that can be exploited to maintain employees in an organization. Compensation system is the method of rewarding employees. It can be pay, benefits and non-financial compensation. When an employee is adequately compensated, he or she will be encouraged to stay and give his or her best to the task assigned.

f. Good Working Environment: This is also one of the strategies that can be utilized to maintain employees in an organization.

Timpson (2000) defined working environment as those physical setting, tools, equipment, offices and all those physical things that makes work suitable and pleasant to the employee. The nature of the physical setting of an organization and tools available for carrying out a task can either encourage or discourage employee on the job, i.e. it can maintain or send away an employee from an organization. An organization that has good working environment attracts, encourages and maintains its employees. Good working environment therefore is the setting, the social aspect and the physical condition of a work place.

g. Good Working Condition: This is also one of the strategies that can be used to maintain employees on the job. According to Stephenson (2020), working condition are those terms in written form that stipulate the rules, job structure, relationship, requirements and the goal of an organization. It is also known as condition of service. It defines the work hours, breaks, work scheduling and compensations. A work or an organization that has good working condition or condition of service easily attracts and maintains its employees.

h. Industrial Harmony: This is also another strategy that can be employed to maintain and retain employee on the job. Industrial harmony entails a healthy and cooperative working relationship between employers and employees. It covers four broad areas of cooperation: responsibilities, employment policy, collective bargaining and communication (Laden, 2012). A good organization that wants to maintain its employees must have a good industrial management system. This is because it will help to reduce industrial dispute, labour unrest, labour turnover and lower productivity.

i. Organisational Culture: This is also another strategy to maintain employees in an organization. Organisation culture is the beliefs, values and attitudes and how these influence the behaviour of the employees. Organizational culture affects how people experience an organization and it has the tendency to attract or discourage employees; it can maintain employees or spur labour turnover in an organization. A good organization should have a good

culture and an organization with good culture maintains and retains its workforce.

j. Organisational Behaviour: This is also another tool that can be employed to maintain employees on the job. It is the interface between human behaviour and the organization. It is the interactions between the employees and organisational processes that seek to create more efficient and cohesive organization. The behaviour of an organization can maintain or send away its employees. A good organization is that which has behaviour of sustaining its personnel (Cinjel, 2020).

k. Organisational Policy: These are rules and regulations which employees must follow to keep activities smoothly running. It is a statement that defines what is to be done in an organization. Some are intended to provide guidance and be helpful to the employees. Others aim to protect the organization from legal risk and certain employees on act that are considered as not appropriate. It is one of the strategies that can be used to maintain employees on the job. An organization with good policy easily attracts and maintains its employees (Cinjel, 2022).

Challenges of Maintaining Employees in an Organisation

There are certain factors or issues that affect the maintenance of employees on the job. Some of the factors are:

a. The Complex Nature of Man (Employee): The human being is a complex creature with different needs and aspirations. What may satisfy one employee may be the exact thing that will discourage or dissatisfy the other employee. Human needs vary and we have different individual differences. This differences and varieties in time of needs, satisfaction, taste and many others constitute serious threat to employee's maintenance. This is why the maintenance of a worker must be preceded or be advanced by integration for it to achieve its goal.

b. Technical Change: This is also another factor that affects the maintenance of employees in an organization. Technical changes are unexpected changes or abrupt change. In economic terms, it means an organized change or a change in the amount of output produced

from the same amount of inputs. This can be technological issue, increase in prices of goods, new innovation, population growth.

The Greek Philosopher *Heraclitus* said that the only thing that is constant in life is change – whether we like it or not it is part of us and if it is not properly planed or managed, it can interrupt a lot of things. It is in line with this that an Australian psychologist *Sigmund Freud* submitted in his discourse on the conflict within an individual that introducing change to human should not be rushed; it should be planned, organized and gradual, if not the unexpected like rejection, withdrawal and conflict may occur (Cinjel, 2020).

c. Change of Ownership or Regime: This is also one of the factors that affect the maintenance of employees in an organization. A change in ownership or a regime can affect worker's maintenance. Philosophies and ideologies about how to manage workforce are many and they vary. A change in ownership or a regime may introduce a different philosophy or ideology; these can either be for good or bad. When it is sustained, it will not constitute a threat but if it is being changed or distracted, it has the tendency to affect worker's maintenance. A new owner or regime can choose to reduce salary, change pattern of work and layoff some employees. This type of changes can affect workers' maintenance.

d. Downturn: This is also another factor that affects the maintenance of workers in an organization. It is a period or trend in which organisational activities are reduced or are less successful. It can be as a result of issues such as – slump, recession, depression, deflation, bankruptcy, stagflation, etc. These are turbulent times and some organizations layoff their staff in order to survive. This and many other factors affect the maintenance of workers on the job.

e. Style of Leadership: This is also another factor that can affect the maintenance of workers on the job. Leadership style is a leader's method of providing direction, implementing plans and motivating people. The styles can be autocratic, democratic, laissez-faire and transformational. It is argued that no style is the best, that situation is what determine the best (a word known as contingency). Yes, what will help an organization to achieve its goal is what should be considered but empirical studies and cursory observation shows that

democratic leaders fare well than autocratic leaders in sustaining and integrating employees in an organization.

f. Leadership Strategy: This is also another factor that affects the maintenance of employees in an organization. Leadership strategy is a detailed plan that aligns investment in leadership development, the organization process, objectives and aspiration. It defines the types, numbers, skills, behaviour that the leadership requires to actualize organization goals and needs. Leadership strategies differ and vary. Some are production centred while some are employee's oriented. Records show that strategy that are purely work centred do not fare well with worker's maintenance in an organization.

g. Organisational Change: This is also another issue that affects the maintenance of employees in an organization. Organisation change is the alteration of organizational components (These are: mission, strategy, goal, structure, processes, system, technology, and people) to improve the effectiveness or the efficiency of the organization.

H. Labour Turnover: This is also another issue that affects the maintenance of workers in an organization. Labour turnover is the rate of change of personnel. It is the rate at which employees join and leaves an organization measured against a standard or over a fixed period of time. Maintenance of workers is difficulty if the rate or proportion at which workers leave an organization is high and when it is less, it shows that the workers are adequately being maintained

Table 1: Nature of Worker's Maintenance

	Components	Nature
1.	Kinds of parties	Worker, workers, groups, partners, users, etc.
2.	Characteristics	Processes, reduces dissatisfaction, can flow on own, etc.
3.	Strategies	Promotion, compensation, industrial harmo culture, policy, behaviour, etc.
4.	Activities	Conviction, relationship, machines, pulse of work, etc.
5.	Challenges	Complexity of man, technical change, downtu style and strategy of a leader, etc.

Integration and Workers' Integration

What is Integration?

Integration evolved from the old English word "Integrate" and the word integrate is derived from a mid- 17th century Latin word integrates and it denotes to make whole. Integration is synonymous to terms such as addition, mixing, incorporation, combination, amalgamation and assimilation. It is a combination of parts or object that works together well. It is a process of coordinating separates elements into a balanced whole or producing behavior compatible with somebody's environment.

It is a required level to which units, individuals and groups in an organization are linked together, and their respective degree of independence. The word integration has wider meaning and application (Cinjel, 2020). It is used in different activities, field and profession. Integration in the political arena is different from integration in the science, business and also in the human resource management. This segment of the work focuses on integration within the practice of human resources management.

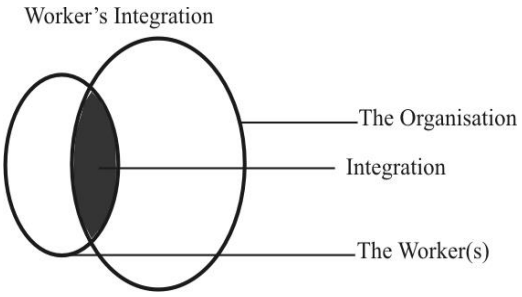
What is Workers' Integration?

Workers integration is classified as one of the functions of human resource management. According to Stephenson (2013), it is an operative function of human resources management that entails fitting in and assimilating a worker or workers' interest and goal with that of an organization. In the same direction, Timpson (2014) defined workers integration as the process where the needs, interest, aspiration and goal of a worker or workers are incorporated or desegregate with that of an organization. Ladan (2013) sees it as a situation where the desires, interest and goal of the workers are unify or merged together with that of an organization.

From the foregoing definitions, it can be deduced that workers integration is a state in which the needs, goals and desires of a worker or workers are in agreement, accord and synchronization with that of an organization. It is a state of congruence; at this stage, the workers, the management and owners sees themselves as one party working for the success of all parties and organizations. It is the harmony, union, concurrence and consonance that will lead

to result. For an organization to reach this level, workers have to be stable; a term known as workers maintenance. Workers have to be maintained before they are being integrated into the organization. You integrate workers with an organization but integrate their interest with the interest of the organization

Figure4.2: Worker's Integration



Basic Features of Workers Integration

Workers integration possesses the following characteristics:

a. **It Tag along Workers' Maintenance:** It is an activity that trailed after workers have being maintained.
b. **It is Process Driven:** Integration of workers into an organization is not just a singular task, it involves series of activities and it is not something that can be achieved in a day.
c. **It works in Unison with Maintenance:** Workers cannot be successfully integrated without first, being maintained. It is after they have been maintained, that they could be integrated. They intertwined and work in accord.
d. **A Point of Symmetry:** Before workers are integrated into an organization, the two parties must reach a point of balance known as equipoise or concord.
e. **Goal Orientation:** The essence of integration is to help the organization and the employee's attain their respective goals.
f. **Result Orientation:** After an organization has successfully integrated its workers with its interest and desire, the expected outcomes are: performance productivity, quantitative and qualitative service delivery and many others.
g. **It is an Alignment:** The success of workers integration depends on their degree of alignment. Alignment is a condition in which all the interest, the desire and the goal of all the parties are properly defined and well attained as stated in the agreement.

Kind of Workforce to be integrated in an organization

There are several workforces in the workers' integration. These are:

a. **The Worker:** This is the employee as a single person. He or she is the core of the integration.
b. **The Workers:** This is not just one employee but the whole or the collection of all employees in the organization.
c. **Groups:** This is a team that is under a common control. It has a common value like target, interest and mandate - groups, department, units, sections, levels, unions, associations etc.

Parties in the Workers' Integration

These are parties that must be connected or joined together for the integration to be a whole. These are:

a. **Management:** In this context, it is the leadership or the headship of the organization. They are the directors, executive, managing directors, council, board etc. The worker's needs and interest must be aligned with that of the management for it to be fully integrated.
b. **The Organization:** In this context, it means the formal structure in which the activities take place. For the workers to be fully integrated, it must stream along with the goal of the organization. It is the principal affiliate; all partners' works to help it achieve it designed goal. A good organization is that organization that does not only support the actualization of its goal (organizational goal) but also that of its employees and all the parties that have a stake.
c. **Team/Unit/Department:** In an organization, there are teams, unit and departments. These groups have their assigned functions but this must flow with the needs and goals of the worker and that of the organization.
d. **Owner or Holder:** An organization must be owned by a person, group or the state. When it is owned by a state, it is known as a public organization. These owners have a particular mandate and a target. In the public sector, it is qualitative service delivery and provisioning of essential goods and services.

In the private sector or the business sector, their goals are: profit and productivity. Most organizations (public, private or business, faith based, NGOS, etc.), or owners have their goals, and for the workers to be successfully integrated, the worker's interest must drift along with that of the owner.

Activities in the worker's Integration

The integration of workers is anchored on certain activities, pursuit and endeavor. These are:

a. **Organizational Culture:** This is also one of the activities that workers' integration is anchored on in an organization. Organizational culture is the shared belief, custom and practice of an organization. For a worker to be integrated, he or she must be aligned with the culture of his or her organization.

b. **Organizational Goal:** This is one of the activities or ideals that worker's integration is secured on. Organizational goals are those aims or target which organization intent to actualize. The success of the integration of workers to his organization depends on his or her alignment with the goal of the organization. The goal of the worker and that of the organization must be in congruence for integration to take place and this is called goal congruence.

c. **Organizational Objective:** This is also one of the ideal that workers integration is anchored on. Organizational objectives are statement of specific outcomes that are to be achieved. The differences between goal and objectives is that the former is broad, general and it takes longer period for it to be accomplished while the latter is specific, narrow and does not take long period of time to be accomplished. The success of workers' integration depend on the alignment of workers objectives with that of the organization. Their level of harmony deepens the integration (Cinjel, 2022).

d. **Organizational Philosophy:** This is also one of the ideals that worker's integration is anchored on. Organizational Philosophy is the particular system of thought or doctrine of an organization. They are the principles, precepts and thinking underlying the practice and conduct of an organization. For worker to be

successfully integrated into an organization there must be an agreement between the philosophy of the worker and that of the organization.

e. **Organizational Behaviour:** This is also one of the ideals that workers integration is anchored on. Organizational behaviour is the way an organization behaves. It defines structure, functions, performance and relationships. The success of workers integration depends on the alignment of the workers to the way the organization behave.
f. **Organizational Value:** This is also one of the ideals that deepen workers integration. Organizational values are accepted principles or standard of an organization. The integration of workers depends on how he or she oblige to the value of the organization.
g. **Organizational Interest:** This is also one of ideals that workers integration is field on. Organizational interest is the power, quality or aspect of an organization that attracts attention, concern or curiosity. The success of integration of a worker depends on how he or she oblige and support the interest of the organization.

Challenges of Worker's Integration

These are those things that constraint and threatened workers integration. Some of these are:

a. **Variation in Worker's Needs:** Needs are those crave, desires, and wishes and demand of a worker. The need varies and every worker has his or her needs. The success of worker's integration depends on how the organization is able to harmonize the needs of its workers. Integrating all the needs of the workforce is a complex task and it is not a task that can be done in a day. How to integrate the needs into a whole or unison is a difficult task. The needs do not only vary, but changes and harmonizing them is one of the sophisticated tasks of a human resource manager.
b. **It is Multifaceted:** This is yet another issue that affects worker's integration. What constitute the "integration" is not just as variable. It has different qualities, features and phases. It cannot be anchored on just one idea or principle. A lot of ideals must be observed for integration to be accomplished. The

complicated task is that they are plenty and they are all important to the workers and the organization.

c. **Problem of Sustenance:** Sustaining workers integration is a very complex task. Workers' needs vary and changes; they are not static, they are dynamic and sustaining them is not a simple task. For integration to be successful, all the needs and interest of all the affiliates, the partners, the ideals and the strategies must be sufficiently satisfied.
d. **Worker's Separation is Natural:** This is a natural phenomenon that also affects workers' integration. Worker's separation is a process where a worker is released, disengaged and detached from an organization. It can be through retirement, suspension, resignation, sickness, dimension etc. No matter how integrated a worker is with an organization, he or she will one day be separated in one way or the other. It is a natural phenomenon that is bound to occur.
e. **Style of Leadership:** This is also another strong factor that can affect worker's integration. Style of leadership is a method and the manner a leader operates. A leader that is employee's centre integrates more easily than a leader that is production oriented. A leader that is democratic integrates workers more easily than an autocratic and a lesser-fair leader. The orientation, the approach and the pattern of leadership has serious effect on the integration of workers.
f. **Labour Turn Over:** This is also another issue that affects integration of workers into an organization. Labour turnover is the rate at which employees join and leave a company or an organization measured against a standard or over a fixed period. It is a natural process in the life of an organization.

Table4: Nature of Worker's Integration

	Components	Nature
1.	Kinds of parties	The worker, workers, the organization, etc.
2.	Kind of workers	The worker, workers and group
3.	Activities	Organisational culture, organisational philosophy, organisational goal, organisational objectives
4.	Strategies	Job enrichment, job satisfaction, job security, participatory management, personnel development, prestige, etc.

5.	Challenges	Technical change, organisational change, downturn, labour turnover, worker's separation, etc.

Strategies of Workers' Integration

These consist of approaches, scheme and tactics that an organization can employ in order to integrate its workers to the organization. Some of the strategies are:

a. **Training:** Training is an intervention aimed at increasing workers skills and knowledge. A worker that is trained has confidence, sense of achievement and worth on the job. A worker that has been trained does not have low self-esteem and he or she derives pleasures while doing his or her assigned task. This is a form of motivation and it does not only sustain but integrate the worker with the organization.

b. **Personal Development:** This is another tool or strategy that can be exploited to integrate a worker into an organization. Personal development is a development that is related to the worker's life, his private and individual life. An organization that gives room for an employee to develop his personal life easily and effortlessly integrates its employees with the organization than the type that careless about the personal development of its employee.

c. **Employee's Development:** This is also another tool that can be exploited to integrate employee with an organization. Employee development is any exposure that helps an employee to grow in ability, skills, confidence, interpersonal skills, understanding and self-control. An organization that allowed its employees to be developed easily and effortlessly integrate them with the organization.

d. **Participatory Management:** This is also one of the tools that can be exploited to boost workers integration in an organization. Participatory management is a process where employees are involved in decision making and in the affairs of an organization. When employees are involves in the management of an organization, there is sense of worth, pride and belonging. This easily aligns the employee to the organization.

e. **Job Enrichment:** This is also another strategy that can be employed to integrate employees with an organization. Job enrichment is the process of vertically increasing the responsibilities of a job by the addition of motivators such as more discretion, improved job interest and many more. When employee's job is enriched, he or she will gives his or her best and developed interest in the job and the more the interest, the more aligned is he or she is with the organization.

f. **Job Security:** This is another strategy that integrates the interest of an employee with that of the organization. Job security is the state or feeling of being safe and protected. It is the assurance that the employee is safe and protected. The sense of protection and safety against act like – lay off, dismissal, termination and many others align the employee to the organization.

g. **Interest on the Job (IOJ):** This is also another strategy that can be exploited to integrate on employee into an organization. When an organization encourages and inspires its employees to develop interest in the job that they are doing, then the employees can easily be integrated with the organization. The higher the level of interest in job the higher the level of integration with the job.

h. **Satisfaction on the Job:** This is also another strategy that can be exploited to integrate employee into an organization. Satisfaction on the job is the feeling of pleasure that comes when the needs and desire of an employee is met. When the need and the desire of an employee have been fulfilled, he or she can easily be aligned with the organization.

i. **Prestige:** This is also another tool that can be exploited to integrate a worker into an organization. Prestige is the respect, honour, awe, attractiveness and importance that is very obvious, enviable and is associated with the performance, name and success of an organization. An organization that has prestige effortlessly integrates its employee with the organization than the one without prestige. The good name, good image and pride is reassuring and is an impetus

Table 4.3: Differences between Workers' Maintenance and Integration

		Maintenance	Integration
1.	Meaning	Stabilizing the worker	Suiting and fitting the worker with the organization
2.	Level of motivation	Low	High
3.	Rank	A worker must be stabilized before he or she is integrated	If only works after maintenance
4.	Existence	It can exist on its own	It can only work after maintenance
5.	Relationship to performance	Little significance	Higher significance
6.	Parties	Worker, workers, owner, stakeholders, users, etc.	Worker, workers, groups, the organization
7.	Strategies	Compensation, promotion, company policy, working condition, working environment	Job enrichment, job security, interest on the job, job satisfaction, perceived development, prestige.

Conclusion

The maintenance and integration of workers is one of the core functions of a human resource manager. It is fundamental and essential to the success of any organization. The two concepts are often used interchangeably and some persons see it as a fused concept. In terms of rank, a lot do not know that maintenance takes place before integration and the former can exist without necessarily introduces the later. But when they are used together, the organization will experience a positive change. There is a level of motivation in the two concepts but the rate differs.

There is higher proportion of motivation in integration than motivation; the elements of integration are motivators while what constitutes the elements of maintenance is what Herzberg called the hygienic factors. This study looked at the two concepts (integration and maintenance) and their characteristics, parties and activities

that are needed for the two concepts to be feasible. The study also looked at the strategies and challenges that are associated with the two concepts.

Revision Questions

(1) What is workers' maintenance? What are the strategies of workers maintenance in an organization?
(2) How can workers be integrated with an organization? Discuss the strategies of workers integration
(3) What are the differences between workers integration and maintenance?
(4) What are the challenges of workers' maintenance?
(5) What are the challenges of workers' integration?
(6) Write short note on the followings: (a) organizational Culture (b)Organizational Goals and objectives (c) organizational philosophy

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Chapter Eight (8)

Performance Appraisal in an Organizational

Introduction

Performance appraisal is one of the functions of human resource manager. The importance of performance appraisal to an organization cannot be overemphasized. It means more than just a tool that is used to assess the past performance of an employee; it is a motivator and a tool that is used to check the strength and weakness of an employee.

Performance appraisal helps to improve the communication between super ordinate and subordinate. It provides feedback on job performance to both the employee and the management. It is used in most countries and in both public and private sector. This chapter looked at what is performance appraisal, the types and techniques of performance evaluation. The chapter also looked at the practice in the Nigerian public sector. It also looked at its importance and its pitfall.

Conceptualization of Performance Evaluation

Performance appraisal has several descriptions. The most common ones are: performance evaluation, performance review, performance assessment, employee review and employee evaluation. The concept is an old concept that has existed for a long time and has caught the attention of a number of human resource managers and public administration scholars in the global context. The concept has been defined and conceptualized differently by a number of academics. It is generally viewed as a procedure targeted at evaluating the performance of an organisation at a given period.

According to Hellreign and Slocum (1996), performance appraisal is the process of systematically evaluating each employee's

job related strengths; development needs and progress towards meeting goals and determining ways to improve the employee's job performance. This definition reveals three important areas – the strength of the employee, the developmental needs and goal attainment. It did not see the weakness that can be measured and the feedback on performance.

According to Cole and Kelly (2012), performance appraisal is the process of assessing the weakness and strength of an employee on his or her job. They went further to stress that it can be used for salary reviews, training needs analysis and job improvement plans. In the same view, Dauda (2018) sees it as an imperative process that takes place in modern organisations around the globe and it is employed to measure the work output of employee, and institutional progress as they strive to achieve their goals. He further opines that an appraisal system is an intentional engagement between employees and their supervisors that happens inside a specific timeframe in which the workers' efficiency is established, with the goal of supervisor the worker's productivity. The aforesaid definition attempted to capture both strength and the weakness of the personnel and how the two can exploited to achieve result.

According to Timson (2003), performance appraisal is a process of getting feedback to employees that point to areas of strengths and weakness and also to predict whether recruitment and selection activities lead to attracting best qualified human resources that will culminate in the performance of organisational goals. In a similar direction, Maley (2013) defines performance appraisal as process in which the behaviour, task and output of employees are measured using the defined standard.

From the foregoing definition, it can be said that performance evaluation skill is:

- The process of measuring output
- The evaluation of the strengths and weaknesses of an employee
- The basis for rewarding employees in relation to their contribution to organisational goals
- The process of providing information for successional planning

Evolution of Performance Appraisal

The history of performance appraisal is as old as the history of mankind. Historical records show that man in the primordial period carried out this task through introspection (the detailed mental examination of your own activity, feeling, though and motives) and the assessment by peers and other group. The practice became more pronounced during the industrial revolution that spanned from 1760 to 1840. Industrial revolution plays crucial role in the development of the practice of performance appraisal. This is because the epoch defines and refines a formal work process and structure, output and work measure, specialization and commensuration of pay by output, among others

Fredrick Winslow Taylor also plays crucial role in shaping the practice of performance appraisal. Taylor in his study on output, time and motion and the worth of foremanship advocated for the evaluation of the employee. Taylor equivocally stated that reward should be commensurate to effort and only the best employees should be retained. In the 1900s, Scot Walter also plays prominent role in advancement of the practice of performance appraisal. Scot in his company Scot and Son also popularize the practice when he introduces the practice of income justification, payment by performance and the cut and rise in pay. The practice of performance appraisal also received a landmark growth during the First and Second World War (1914-1918, 1938-1945). It was put into use to measure the performance of units, department and different groups in the war front.

The practice became widespread in the 1960s. It spread across the globe; it was practiced among states and virtually all organizations – public and private, formal and even informal organisation. Most organization introduced on its employees and this is because of the role it plays in improving employee's performance and that of the organisation.

Justification for the Usage of Performance Appraisal

The reasons why a lot of organisation appraises the performance of their employees are as follows:

a. **Creation of Plans:** This is one of the basic reasons why a lot of organizations assess the performance of its employees. The appraisal helps organisation to have focus on its plans. This can be resourcing planning, employee's training, employee's development and many others.

b. **Determination of the Contribution of their Workforce:** This is also one of the reasons that most organisations appraise the performance of their employees. Though the scheme, an organisation can be able to measure the contribution of each of its workforce and thus the decision for retention or discharge.

c. **Measurement of the Weaknesses and Strengths of the worker:** This is also another reason why organisations assess its employees. Through the exercise, an organisation can be able to measure the strengths and weaknesses of its employee and know the necessary action to take.
d. **Feedback on Performance:** This is also one of the reasons for the practicing of performance appraisal. The scheme shows and communicates to the employer the performance of its personnel – whether it is good or bad and the appropriate action to be taken.

e. **It defines the best way to Allocate Incentive:** This is also one of the reasons for the practice of performance appraisal. The scheme provides the best ways on how incentive can be allocated. It reveals meriting employees, performing group, and non-performing workers and groups in the organization.

f. **Know the Current Level of Performance:** This is also one of the justifications of performance appraisal. It helps to dictate the current level of job performance of an employee.

Types of Performance Appraisal

There are several types of performance appraisal schemes and these are:

a. **Self-Assessment:** This traced it root from introspection. This is as old as the history of mankind. It is a process in which the

worker assessed his or performance by his or herself. It is common in a sole proprietorship and the private sector that a worker is paid based on his or her contribution. It is also common with manual work or wage work that a worker is compensated base on his output.

b. **Peer Review:** This is also another type of performance appraisal. It is a process in which the employee is being assessed by experts, professionals and specialists.

c. **Negotiated Review:** This is a type of review in which a different party from outside is employed to assess the performance of the employee. The essence of this is for the assessment to be neutral and be objective.

d. **360^0 Type of Review:** This is a type of review in which the worker, all the workers, principal officers, management and the users or beneficiaries of the goods or services are being reviewed. The subordinate and superordinate assessed each other; it is a collective evaluation.

e. **Annual Performance Evaluation Report (APER):** This is a type of assessment in which the workers are assessed regularly and at the end of the year or session. It is the type that is common in the Nigerian public service.

f. **Performance Management:** This is also another type of performance appraisal. This is a continuous process and an ongoing assessment of the worker and the job. The difference between the two is that performance management is done all the time the worker is on the job while Annual Performance Report is done at a discrete period usually at the end or before the commencement of a session. Performance management can be done informally through observation and day to day assessment. It can be done formally or systematically through standard, goal setting and appraisal interview.

Benefits of Performance Appraisal

Some of the benefits of performance appraisal are:

a. **A Tool to Counsel Worker:** This is one of the benefits of performance appraisal. It can serve as a tool in which workers are guided and being counseled. A worker that is underperforming or who has some certain weaknesses can be counseled on how such menaces can be taken care of.
b. **Planning Tool:** This is also one of the uses of performance appraisal. It helps organisations to plan in terms of resourcing (employment), training needs, employee's development, etc.

c. **Tool for Promotion:** This is also one of the uses of performance appraisal. It is used for promotion. It is after an employee has been assessed that the organisation can decide whether he or she is qualified for a promotion to the other rank. It is in this context that employees are asked to fill a form and it is the performance information in the form that is used for promotion.
d. **A Tool to Measure Output:** This is also one of the benefits of performance appraisal. It enables organisations to measure the output of its workforce.
e. **It Measures the Strengths and Weaknesses of Employee:** This is also one of the significances of performance appraisal in an organisation. Through the exercise, an organisation would be able to assess the strengths and weaknesses of an employee.
f. **Tool to determine the Retention and Discharge of Worker.** This is also one of the significances of performance appraisal to an organisation. It helps the organisation to know those workers that should be retained and those unproductive employees that should be discharged.

g. **It is a Motivation:** This is also one of the significances of performance appraisal. The exercise spurs workers to give out their best on their assigned functions.

h. **Monitoring of performance:** This is also one of the significances of performance appraisal. It is through the exercise

that the performance of employees can be motivated and be assessed.

Problems of Performance Appraisal

The best way to understand the problems that are associated with performance appraisal is to group them base on their operators, evaluators and the nature of the workforce. This can be seen below:

a. System Design/Operation: These are those problems that are associated with the operation of the exercise. These are:

- The instrument/Rater – how effective it is? Is it well designed and many others.
- The criteria that was used – is task oriented, behaviour oriented or is it output or result oriented. This can affect the exercise.

b. The Evaluator/Assessor: The perception, the attitude and the experience of the evaluator has tremendous effect on the exercise. This is mostly when:

- The evaluator is not properly trained on the usage of the instrument
- Non-cooperative attitude of the evaluator
- Hallo effect
- The evaluator has no particular standard or defined standard for evaluation
- Assessment on appearance or recent behaviour
- Personal bias,
- Sentiment, etc.

c. Employee's Issues

These are issues that are on the side of the employee and they can affect the quality of performance appraisal. These are:

- Most of them only cooperate because it is used for promotion
- Most of them cooperate because after the exercise, there will be salary increment.
- The complex nature of man – it is not all employees that their work and effort can be assessed through this exercise. It may fare well with one and it may not fare well with another and that does not mean that he or she is not performing.

Techniques of Performance Appraisal

There are several techniques for performance appraisal. The common ones are:

a. Linear or Graphic Rating Scales: This is one of the techniques for assessing employee using the performance appraisal. In this technique, the appraiser is faced with a list of characteristics or job duties and is required to tick or circle an appropriate point or a numerical, alphabetical or other simple scale. It can be seen below.

Initiative A (5) B (4) C (3) D (2) E (1)
Relationship with other A (5) B (4) C (3) D (2) E (1)
Keys: 5(Excellent), 4(Good), C (Fair), D (Poor), E (Very poor)

The technique is simple, straight and direct to the point. The only problem with this technique is that, if the employee is asked to circle them, he or she will never tick bad point and if the evaluator is not in good term with the employee, he may be tempted to tick bad points for the employee.

b. Behaviour Anchored Rating Scales: This is also one of the techniques that are used in performance appraisal. Using this technique, the appraiser has a list of key items against which are ranged number of descriptors or just two extreme statements of anticipated behaviour. A typical example is when the employee is asked to state one thing he likes and the other that he does not like about the job, good things about the organisation and bad things about the organisation. Its major advantage is that, it is specific and straight. The only issue with it is that, it gives emphases to behavioural characteristics and it does not give room for free will decision and choice (like not certain, not sure).

c. Management by Objective: This is also another technique of performance appraisal. This method involves the superior and the subordinate being evaluated jointly and setting objectives in advance for the subordinate to phrase the objective primarily in quantitative terms. The evaluation consists of a joint review of the degree of achievement of the objectives set. The appraisal attempts to be diagnostic rather than purely evaluative i.e., the subordinate's

superior assesses the reasons why objectives were either attained or not attained, rather than giving punishment or reviewed for failure or success in meeting objective. At the annual review session, an overall diagnosis and evaluation is made according to results attained, and the system starts all over again. The technique has taken care of Hallo effect and semantic that is in the other techniques.

d. Ranking Order Method: This is also one of the techniques of performance appraisal. It is one of the oldest and the traditional method. It assesses the employee by ranking just like the graphic technique that it compares the rest of others, it wants to look for the best and the worse or non-performing employees. It is the simplest and the commonly used among private sector.

e. Forced Choice Technique: This is also one of the techniques of performance appraisals. It was developed by Tom Brimley in 1960. In this type, the employees are restricted with two range of option to pick from it. It can be yes or no, true or false, good or bad and many others. The employee is asked to tick the one that he feels it is his or her choice.

f. Critical Incident Technique: This is also another technique of performance appraisal. It was developed by John Flannagan in 1954. The technique focuses on specific aspect or incident and it essence is to ascertain the impact of that very aspect on the organisation. Example is when you want to find out how an employee uses a computer and its impact on the organisation, you can ask the following question in the scale – do you know how to use a computer? Describe how you used the computer and when last did you use the computer in the organisation?

g. Checklist Technique: This is also another technique of performance appraisal. Checklists are list of items for consideration or for action. In this method, the evaluator assessed the employee on the list of items that were stated or required for consideration. Example of this is when an academic staff is assessed by number of publications, conferences, educational qualifications attained, among others.

h. Paired Comparison Technique: This is also another method of performance appraisal. This is developed by Tom Bimley in 1960. In this technique, the employee is asked to pick or tick from the two options provided for him or her. It can come in this form – which time do you prefer working? Morning or Afternoon, Your superordinate officer is which kind of person? Good person or bad person. Do you have what it takes to be promoted? (a) Yes, I have (b) No, I do not have.

i. Objective and Key Result Technique (OKR): This is also another technique of performance appraisal. In this technique, the employee will be asked question on what he or she is assigned to accomplish, the things that were provided and the necessary requirement or standard expected and then the actual performance of the employee.

j. Psychological Appraisal Technique: This is also another technique of performance appraisal. In this method, the employee is assessed purely on certain behavioural characteristic. It ignores other aspects of the work such as the task or the work and result; it primarily focuses on behavioural issue (etiquette, courtesy, decorum, etc.) like character, relationship, morality, etc.

k. The Mixed Method: This is also another technique of performance appraisal. It is also known as the combined technique. It is a technique that tends to borrow shared characteristics of other method. It does not exist on its own. It rather lean from the shared characteristics – it borrowed from linear, ranking method, BARS, forced choice and or any other methods. It is the type that is commonly used. Its advantage is that; it touches every aspect of the work – the behaviour, the work and result. Its only bad side is that it does not have any clear direction or focus.

l. 360^0 Feedback: This is also another technique of employee evaluation. This method is a type and a technique as well. It joint assess the worker, the principal officers, the management and the users of the service or good. It is called 360 because it is all rounded and no one is spared as a sacred cow.

Performance Appraisal in the Nigerian Public Service

The practice of using performance appraisal in the Nigerian public service is as old as the history of the country. Anecdotal document show that right from the colonial period to the present epoch, the country has being using the scheme to measure the performance of its employees. It is used at the national, state and local government levels. All government departments, agencies, corporation and parastatal use it to weight and measure the strengths and weaknesses of its employees. It is clearly stated and defined in the public service rule.

The common type that is popularly adopted is the Annual Performance evaluation Report (APER) where all workers, management and all stakeholders are reviewed at the end of the year. Departments, agencies and other units of government that have been commercialized used the 360^0 and other method such as the peer review and the group review to measure the performance of employees. The techniques of the review differ among the various units, department, agencies and corporation of government. The most common used techniques are: the ranking order methods, linear or graphical technique, BARS and MBO. The first three are the most commonly used while MBO is used by those organisations that operated or share the same orientation with the business world.

The principal objective of using performance appraisal in the Nigerian public service is to not just to measure the strengths and weaknesses of the employees; it is used for planning and counseling, a motivational tool, a tool for income justification, a tool for promotion and a tool to assess the progress of work in an organisation. It is stated in the manpower plan and organisation policy of all the units, department, corporation, agencies, parastatal and commission of the government.

The greatest challenge in the use of performance appraisal in the public sector in Nigeria is that it just being used as a tool that employee must do to be considered for promotion and increment in salary. It has no clear focus on what it is assessing – the behaviour,

the status of work or result accomplishment of the organisation. Another key issue that is common with the practice of performance appraisal in the Nigerian public service is those issues associated with the evaluators. Most of the evaluators are the superordinate officers and their assessment is just the reflection of their perception, though, and sentiment. The red hot store rule of Douglas McGregor cannot be adequately used in this case; this is because the superior officers are sacred cow who only assess others and cannot be assessed.

The federal government in November 2020 has introduced a new evaluation system known as performance management in place of the Annual Performance Evaluation Report to assess the performance of civil servant. The justification was based on the notion that even though, APER was designed to foster and reward high performance at the institutional and individual levels, there are no clearly-defined national performance measure for public understanding of service delivery outcomes. It is pertinent to point out that globally, the annual performance system which the country is practicing has become obsolete in the human resource management space. In 2016, the Harvard Business Review reported a rising performance management revolution. It stated that traditional performance appraisal had been abandoned by more than a third of US companies.

How Work Performance can be measured

Barton (2005) listed eight great factors that can be used to measure job performance and these are:

a. **Leading and Deciding:** This is to take control and exercise leadership. Initiates action, gives direction and takes responsibility.
b. **Supporting and Cooperating:** Supports others and show respect and positive regards for them in social situations; put people first, working effectively with individuals and teams, clients and staff; and behaves consistently with clear personal values that complement those of the organisation.

c. **Interacting and Presenting:** Communicates and networks effectively; persuades and influences others successfully and relates to others in a confident and relaxed manner.
d. **Analyzing and Interpreting:** Show evidence of clear analytical thinking, gets to the heart of complex problems and issues, and applies own expertise effectively. Communicates well in writing.
e. **Creating and Conceptualizing:** Work well in situation requiring openness to new ideas and experience, handle situation and problems with innovation and creativity, and think broadly and strategically.
f. **Organizing and Executing:** Plan ahead and works in a systematic and organized way; follows direction and procedures and focus on customer satisfaction and delivers a quality service or product to the agreed standards.
g. **Adapting and Coping:** Adapts and responds well to change, manages pressure effectively and copes well with setbacks.
h. **Enterprising and Performing:** Focuses on results and achieving work objectives; show an understanding of the task, commerce and finances; and seeks opportunities for self-development and career advancement.

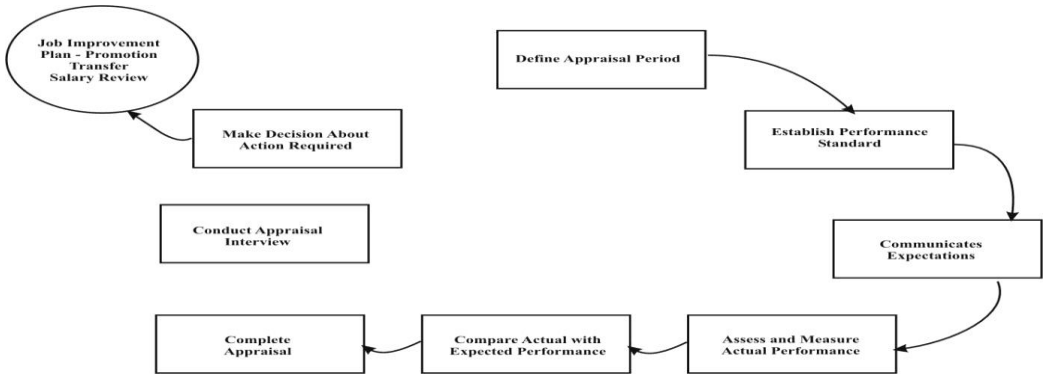
Appraisal Process

Performance appraisal involves two distinct processes and these are; observation and judgment (Cascio and Aguinis, 2010). Observation process includes the perception and recall of specific behavioural events whilst judgment processes include the categorization, integration and evaluation of information. When observing and judging their employees, managers must be aware of the work and personal requirements of a particular job (refer back to job analysis), the required performance standard and must then describe the job-relevant strength and weaknesses of each employee.

At its simplest, the appraisal process can be depicted as in the figure below. Any systematic approach to performance appraisal will include the completion of an appropriate form. This preparatory stage will be followed by interview, in which the manager discusses progress with the employee. The result of the interview is some

form of agreed action. The action generally materializes in the form of a personal development or job improvement plan, promotion to another rank and salary increase as it is demonstrated below.

Figure3.1: Appraisal Process



Source: Adapted from Cole & Kelly, 2012.

Appraisal Form

Appraisal forms are forms that provide information regarding the performance of the employee. A good appraisal form recognizes an important component of the performance assessment stage and the combination of the following component:

a. Employee information – job title, department, key dates, etc.
b. Objectives, weighted in term of importance
c. Achievement and contribution
d. Developmental achievement
e. Development needs
f. Stakeholder input
g. Employer/evaluators comments
h. Signature

There is nothing as a universally correct appraisal form. It varies and must not be the same. However, a good form should possess the following qualities:

- Simplicity
- Relevance

- Descriptiveness
- Adaptable
- Comprehensive
- Clearly defined competence
- Past and future orientation

The form should be rich in such a way that all components – personality (behaviour), result and the works are being measured.

Conclusion

Performance appraisal is the systematic description of an employee's job relevant strengths and weaknesses. Appraisal provides an analysis of a person's overall capabilities and potentials which allows informed decisions to be made in the process of engaging and managing employees. Appraisals are used to ensure an individual's performance is contributing to organisational goals.

In this chapter, we described the appraisal, its evolution and its attributes. We also looked at the importance, types and techniques of evaluation. The chapter also looked at the types and techniques of evaluation. The chapter also looked at the processes, how performance is being measured and what constituted an appraisal form.

Revision Questions

(1) What is performance appraisal? Discuss the features of performance appraisal
(2) Trace historical development of performance appraisal
(3) What are the justifications for performance appraisal
(4) List and discuss the types of performance appraisal
(5) What are the benefits of performance appraisal to an organization
(6) Discuss the challenges of performance appraisal
(7) List and discuss the technique of performance appraisal
(8) Discuss the process of performance appraisal

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Chapter Nine (9)

WORKERS' SEPARATION

Introduction

Workers' separation is one of the essential facets of human resource management. It means more than disengagement; it looks at the worker at the terminal stage of the job and after leaving the job. Workers' separation is an aspect of HRM that must occur in a workplace. In this chapter, we looked at the various components of workers' separations, their types and their mode of operations.

The chapter also looked at pension, types, administration and the challenges of pension administration. In the chapter, we also looked at the pension scheme and its administration in Nigeria. We also looked at National Pension Commission and its roles in pension management.

What is Workers' Separation?

Workers' separation otherwise known as workers' disengagement is the discharge or the termination of employee's membership of an organisation. It is a situation where employee's working relationship has come to an end (Yusuf & Markus, 2023). In the same vein, Oteh (2008) described workers' separation as the detachment of the worker from his work, the products of his labour, his colleagues and from himself. According to Okere, Thom-Otuya and Ihaza (2012), workers' separation means cessation of service of agreement with the organisation for one or other reasons.

Wafula (2017) defined workers' separation as the process of efficiently and fairly terminating workers' job when projects/contracts end or get terminated due to financial constraints which lead to laying-off staff. Chidi (2013) and Njagi and Munyin (2014) posits that worker's separation comes with an associate cost

to the organisation. They stressed that the cost can manifest in terms of recruitment costs, selection costs, training and retraining cost, loss of production, sub-optimal service delivery which could lead to loss of goodwill, reduced stock prices and eventually the collapse of an organisation.

Worker's disengagement on the job must be planned and be well prepared, this is because the exit or the departure of a single experienced worker can bring an organisation down. There are several organisations that ceased operation because of the exit of a staff. For an organisation to sustain its product – in terms of profitability, survival, competitiveness, market share, customer satisfaction, among others, it needs to plan and prepare for the exit of its staff.

Types of Workers' Separation

We have the following types of workers' separation:

a. **Involuntary Separation:** This is when it happens without the intention of the worker; the decision is initiated by the employer possibly to cut labour cost. Example of these are; retrenchment and discharge.
b. **Voluntary Separation**: This is a type of separation that occurs with the intention of the worker; the worker seeks and initiated it. Examples of this are resignation and retirement.
c. **Mutual Separation**: This is a type of workers' separation that an agreement has been reached by the worker and the employer; it has been discussed and agreed by all the parties. Examples of these are separation as a result of sickness or incapacitation.
d. **Separation by Act of Nature**: This is a type of separation that neither the worker nor the employer has a say; it is determined by the call and forces of nature. A typical example of this is death.

Forms of Workers' Separation

There are several forms of workers' separation. In this chapter, we looked at:

a. Retirement
b. Retrenchment

c. Resignation
d. Dismissal
e. Lay-off
f. Sickness
g. Incapacitation
h. Death, and
i. Furlough

a. Retirement
Evolution and Concept of Retirement

The Oxford Advanced Learner's Dictionary of Current English stressed that the word retirement is a coinage of the word retire (a verb) which is also derived from the French word retirer. This denotes to leave one's job and work especially because one has reached a particular age, time after having stopped work, being away from busy life. It is synonymic to words such as superannuation, departure, leaving, giving up and stepping down, sequestration, retreat and withdrawal. Persons who retired are often called retirees, senior citizens, pensioners, old age pensioners (OAP) and a lot of others. The concept varies in its application and work places. It differs among jobs, professions, societies and countries.

History has it that retirement as a term was first introduced by Otto von Bismarck in 1871 as a social and welfare reform to bind workers together in the state and also to draw them away from the socialist movement. At the time, he introduced a policy of health, accident and age insurance. He standardized the German common Bureaucracy and introduced a compulsory military service. The idea behind the introduction of the retirement scheme was to give old serving workers rest, introduce fresh blood in the system and also to control incidence of unemployment.

Stephenson (2010) defined retirement as a situation where an individual ceased to work after serving his/her employer for a lengthy period of time or having reaching a certain agreeable years. This lengthy year of service and agreeable terms and conditions are usually stipulated inside the constitution of a country, public and civil service act. Terry (2012) defined retirement as a condition at which the service of a worker is no longer needed by his/her employer of

labour. This is as a result of old age or by fulfilling the stipulated years stated in the condition of service. He went further to differentiate between *retirement* and *retrenchment*. In his word, retirement is the willingness, a condition that is stipulated and stated in the law and mostly accompanied with benefits and entitlements. Retrenchment on the other hand is a condition which is the creation of the employer without any reachable agreement with the employee and its essence is to layoff or withdraws the service of the employees either to reduce running cost or spending in response to prevailing economic difficulties. What differentiates the concept of retrenchment from expulsion is that employee's withdrawal from service arose as a result of misconduct. The former is purely based on economic condition whereas the latter centres on violation of established code of conduct. A lot of employers nowadays often hide under the canopy of retrenchment to expel their employees and also to deny them of their entitlement.

This emphatic statement somewhat flow with the perception of Collins (2014) who also defines retirement as an understanding reached between employer and employee on the ground that the work of the employee would come to an end after serving for a stipulated period or having reaching a specified age. He went further and affirmed that the reason behind its application is to give old serving workers rest and also to inject fresh blood inside the system. The issue of being old has brought a lot of contention among different disciplines. This is because of the worth of experience that is needful in some fields and it is being nurtured to aid employee's performance and organizational productivity. This tends to answer why a lot of organizations still renew the service of their already served employees either as extension or on contractual bargain.

Moses (2010) also sees retirement as a situation where a worker is given or allowed to go on rest after lengthy years of service. He went further to say:

This year of service varies in places and in different organizations. In some countries, age is a determiner and in some, it is the active years committed on the job. In some organizations, it is the state of efficiency that is mostly considered and in some organizations, efficiency does not even exist.

In developing countries where unemployment is lumping at every nook and crannies of the society, a lot of people have ventured into various act of falsifying age in order to serve for a lengthy period of time. This abnormal act sometimes appears because of the age ceiling and threshold which often accompany some certain kind of jobs such as sports, military, Para-military, banking and jobs in the private sectors that prefer to employ the young, agile and active bloods in their service. The rationale behind this motive is to increase employees' performance and organizational productivity. The bad side of the anomaly is that, age is natural and cannot be cheated. It must reveal itself and employers usually notice its arrival when productivity is declining and retrogressing. This sometimes account for reasons why some employers mostly, in the banking sector hide under the umbrella of retrenchment to lay off some of its unproductive employees.

On the variation and relativity of retirement Sule (2010) submitted:
Countries and organizations vary on the application and practice of retirement policies. Age and lengthy years of service are always at arm length, the recipe of public sector differ from private organization and even among the private sectors, it varies and mostly relative.

The avowal shows that there is no universal consensus on which yardstick to apply with reference to retirement and also as a determiner to employee's retirement.

Types of Retirement

(a) Compulsory or Forced Retirement: Compulsory retirement may be viewed as retirement decided on by the employer against the wish or expectation of the employees(s). This could be due to ill-health whereby worker could be retired on the advice of a properly constituted medical board certifying that the officer is no longer mentally or physically capable of carrying out the functions of his office. The challenges that the retirees in this category face is that many of them may not be employed again. It is particularly so in period of economic recession as it is Nigeria today. Employers are not interested in such retirees as compulsory retirement is viewed as

something bad among Nigerians. The wrong perception in the society is that the compulsorily retired individual must have committed a very grievous offence. This type of retirement often limits job opportunities for some aged person who has not reached the mandatory retirement age of sixty or sixty-five as the case may be between 1980s and early 1990s, there was a spate of this retirement in Nigeria.

Those who were in the country saw the government at that time compulsorily retiring people at all levels for different reasons in the civil and military services. One could see how the effect of the suddenness of retirement, devastated some individuals, whether in their youth or approaching mandatory retirement age of sixty-five. For instance, in the Daily Sun, September 17, 2004; *James Iroha*, a.k.a *Gringory* of the New Masquerade expressed his mind, "At 67, I'm still a tenant, a poor old actor waiting to die". This implies total poverty inspite of the name he had made. There is serious need to plan for the future right from the very first day of employment whether in the public/private sector.

(b) Voluntary Retirement: This type of retirement is the opposite of mandatory retirement. It may also arise from an organization's decision in which a worker could be voluntarily retired for the purpose of facilitating improvement in his department or unit so that greater efficiency may be achieved, or he may be retired in the public interest. An employee could exercise withdrawal in his/her service having put in the required minimum years of service. This may be due to frustration/dissatisfaction at the work place or the desire for self-actualization or to devote time to pet projects.

In the Nigerian context, self-employed persons also go on voluntary retirement although this is usually delayed beyond the government approved age of 65 years. Generally, those who go on voluntary retirement believe it is more appropriate and gainful to them because they would use most of their active and zealous years to benefit themselves and not government or other private sectors. No wonder, Adebiyi Aderemi, in the Daily Sun, March 21, 2015 stated, "I owned 26 months pension, yet I'm not suffering" Sooko Adebiyi Aderemi, a retired civil servant (ex-railway worker) called it quit even when he was still agile and had more than 15 years to stay on.

(c) Normal or Mandatory Retirement: This third type of retirement is in conformity with organization's policy in which the individual works. It can be described as normal or expected type of retirement. The conditions for this retirement have been clearly set out for workers in that organization, whether private or government employees. For instance, the government employee's conditions of retirement in Nigeria are state in circular Ref. No. B.6321/S.1/X of 20th August, 1999. It stipulates that the workers can put in minimum age of pension able appointment at 15 years and maximum of 35 years of service or at 60-65 years old.

Circulars have become the instruments through which government desires are expressed and civil servants actions are guided. This is the type of retirement that can be easily planned for, because it involves notice of three months in lieu for a worker's retirement. I believe, this ample opportunity will enable him/her tidy up, all the documents that will be used in processing the benefits. The most important document here is referred to as the *record of service*. Employees need proper counseling because it facilitates early settlement of benefits and reduces in hindrances that are associated with processing of benefits.

Retirees: Concept and Types

A retiree is an individual who has serve and then disengaged from either the private or public service (Adewuyi, 2006). A retiree is someone who receives some kind of pension from previous years of service in a business or occupation or government establishment. The retiree is covertly known as a "senior citizen or "elderly" or "a pensioner". According to Akinade (1993), there is a feeling that those who retire nowadays are not as old as the past generations of workers. As the saying goes, "they are retired but not tired" because the recently retired workers look youthful and healthy. Some of them still search for and obtain other paid employment, volunteer work or leisure activities (Adewuyi, 2006).

Reichard (1989) grouped retirees into two large classes. These are the well-adjusted and poorly adjusted retirees. The well-adjusted retirees are subdivided into five classes, namely: (1) mature retirees, (2) maintainers retirees, (3) armored retirees, (4)

transformers retirees and (5) rocking chair retirees. The poorly adjusted retirees are subdivided into three, namely: the self-haters, the angry retirees and reluctant retirees. Stephenson (1989) identified types of retirees in this direction:

- **Mature Retirees**: They are people who accept most of what they had done or not done realistically. That is, they face the reality of work in life. They are therefore able to live a relatively relaxed life. They enjoy genuine satisfaction and personal relationships. Such retirees often grow into old age with joy and without regrets.
- **Maintainers**: These are retirees who tend to employ the same strategies they used before retirement. They seldom relax or loaf about. Generally, they show more positive attitude towards retirement. They exhibit adequate retirement maturity.
- **Armoured Retirees**: These are retirees who find it difficult to be passive or helpless in old age. They were active before retirement and they keep this lifestyle up even after retirement. Some sports men and women fall into this category.
- **Transformers Retirees**: Drop the old robes or strategies to pick the new ones and try to make the best of it. They are active and enterprising. They engage in social contacts, community services, travelling and some hobbies such as singing, painting, reading and visiting. They engage in the activities to keep their time gainful spent.
- **Rocking-Chair Retirees**: These are retirees who before retirement were not very excited or were passive about political participation. After their retirement, they accept the political challenges as part of their responsibility and get involved in politics.
- **Angry Retirees:** This is the largest group of retirees. They are generally people who are angry for not reaching certain heights before retirement. Often, they blame others for their disappointment status before retirement. Reconciling themselves to nation political situation is a problem.
- **Self-Haters:** This group of retirees blame themselves for their poor or uninspiring pre-retirement achievement. Growing old underscores their feelings of inadequacy, worthlessness and even for political participation.

- **Reluctant Retirees:** These are workers who do not want or who even fear to retire when they really reach the mandatory age. Many workers in the past failed to retire as at when due. This type of retirees is not happy when retired.

Challenges of Retirement

Retirement could be pleasant, productive and problematic to employees. This implies that some employees actually look forward to retirement because they believe they have adequate arrangement for it. In fact, for such employees, it is the climax of their careers, where they can relax and enjoy the fruit of their labour without worry about the problems of works. On the other hand, retirement could be traumatic in the sense that the once carefree employee now tire to cope with being suddenly non-productive and with the strange experience of being home every day with nothing much to do. For them, it is a source of worry and concern on such statements as will I be able to pay my NEPA/Water bills? Who will pay my house rent when it expires? What if I get sick? What if my children need help?

Other challenges most retirees usually face are the problems of what to do for the rest of their lives should they just retire gracefully and take a rest? If they should become bored and refuse to do something positive, what will be the effect? These and more are issues that need to be addressed by prospective retirees. The greatest challenges faced by retirees is that of meeting the basic need of life such as food, shelter, security, and health due to their meager pension which is hardly enough to keep body and soul together. In retirement, an individual is confronted with multiple challenges.

Some of these challenges are:

- **Insufficient Financial Resources:** Most retirees in some organizations are not paid their terminal benefits promptly. They could result in serious psychological problems. Some of the unfortunate ones in financial needs sometimes fall victims of swindlers or 419. Supporting this, Matthew Adebisi Adefisayo, a retired Commissioner of police in the Daily Sun, Monday, March 7, 2015, and page 35 included: "As a senior citizen of this

country my retirements are good governance which will guarantee peace and of course regular payment of pension". This perception has actually enslaved people to state of poverty.

- **Instant Gratification:** Some retirees maintaining a sense of identity and self-worth without a full time job is in fact the simple most difficult challenges they have to face. There is no more junior officer to wait on them and run errands on their behalf. They suddenly discovered that they have to do everything themselves.

- **Ever Increasing Cos of Living:** It is of prime importance to handle one's financial resources with absolute planning, honesty and cautiousness. One will seriously be deceiving oneself to think life should be planned out with no stress involved. Just like one enjoys everything given to one free of charge so also the business man not border if he is given all the worker's salary or his life savings. Thus, one should accept facts of life and learn to over them by planning and using one's resources wisely. As for accommodation, must retirees and their families confront the problem of residential accommodation because of proper planning for their retirement, which is an area Nigerian workers take for granted? Some Nigerian workers use their housing loans to build houses in their remote villages without given a thought to where they are likely to live after retiring from active service. It is also obvious that most Nigerians hardly visit their villages except for holidays.
- **Ignorance:** Most retirees face the problem of why people fail to plan for retirement, hence the need for retirement pre-counseling. Most people go through life in the direction that the wind blows. There is ignorance of their identity, what life is now and the gleams of their future. The comfort such people derive from such expressions as "God will help" forgetting that God Himself expects them to read the handwriting on the wall; so they need to plan for one's retirement without delay.

- **Poor Health Management:** Retirees face serious challenges in managing their health as well as that of their immediate families. Also lack of constant exercise could cause some health problems. The state of person's health, at any given time, is a creation of

his con-genital history, his life-style and his environmental exposure. Therefore, if these facts can be adequately managed, in all probability, pathological and psychological health-being of the retiree can be guaranteed or at least be enhanced. Good health is the result of continuous proper management of one's health over a sustained period of time. The implication of good health in retirement is that, it makes life very meaningful; ensures savings of scarce financial resources and planning for it should be a lifelong vocation. These challenges to some extents, leads some retirees to blame themselves for poor or uninspiring pre-retirement achievement.

b. Retrenchment: The concept originates from a French word retrancher and it denotes "cut again". It is the process where some employees are cut out to re-organize an organisation or reduce cost. According to Wandera (2013), it is the unintentional cessation of employment, job or occupation by the employer through no fault of the employee. It is also known as right-sizing or staff rationalization. In Nigeria, retrenchment is mistakenly seen by some people as forceful retirement but that is not the case. Anyone can be affected and it does not mean that the worker has retired; he or she can be called back or can seek job elsewhere. It is not the end of the career life of the worker. It is mistaken as retirement because most of those affected are usually workers with semi-skilled that may not easily be suitable for paid employment and also, most of them are relatively too old to find a suitable job placement, learn and begin a new venture.

Causes of Retrenchment

Some of the notable causes of retrenchment are:

- Cost reduction mechanism to deplete personal cost
- Response to a demand for higher wages and salaries
- Reduction in profit margin
- Economic downturn
- When the service of the personnel is no longer needed.

Principles of Retrenchment

- The retrenched staff should be entitled to both compensation and gravity, to soften the hardship it normally causes

- Last person employed in each category must be the first person to be retrenched i.e. last to come is the first to go.
- When vacancies arise after retrenchment, the organisation should give opportunities for the retrenched workers to offer themselves for the employment; they should be given preference.

Effect of Retrenchment

Some of the negative effects of retrenchment are as follows:

- Disruption in production
- Resentful industrial relations
- Workers' source of living is thwarted
- Working to rule
- Strike
- Decline in productivity

Retrenchment is a necessary evil that sometimes must be done in an organisation. It may not be likened by the worker but the organisation must do it to save cost and to avoid eminent collapse.

c. Resignation: This is a formal notification of leaving a paid or unpaid position. It is a departure from a job. It is also known as quit, walkout and leave. It occurs when the employee choose to leave the organisation for other reasons than retirement. Some scholars in the past used to see resignation as turnover but they are not the same. Turnover is a different phenomenon, it implies situation where workers come in and leave an organisation. Resignation is a formal declaration to leave; it is just one side of turnover. The former is broader and define the coming and leaving while the latter is just a process in the former. For an employee to leave, he or she must put in a written form the declaration and that process of declaring is the resignation.

There is also a gulf between voluntary separation and resignation. Many scholars misconstrued resignation for voluntary separation but they are not the same. Voluntary separation is initiated by the employee while some resignation like forced resignation is initiated by the employer or the management. It is voluntary resignation that shares the same tune with voluntary separation.

Reasons for Resignation

Resignation can be caused by several factors. Some of them are:

- The employee decide to seek better positions, responsibilities and status
- When an employee seek to expand knowledge and skill.
- Desire to change environment
- When an employee has been offered a higher privileges
- Poor working relationship with others and management
- Social factors like marriage, relocation for family reason, etc.

Types of Resignation

We have the following types of resignation:

a. Voluntary Resignation: This is a type of resignation that employee chooses on his or her own to put in a formal letter the intention to leave a job. In this type, the employee initiated it on his or her own; there is no compulsion in it. It is more like voluntary separation. Every organisation has it defined way of tendering voluntary resignation. In the Nigerian public service, a three month notice must be served before leaving the job. This will make the organisation to plan and also makes transition easier for both parties.

b. Forced Resignation: This is a type of resignation that is not initiated by the employee. The root is from the employer and possibly because of some certain challenges and the best or soft option is to give the employee the opportunity to tender the resignation to avoid being terminated. The essence of this is that it will not affect the employee whenever he or she is looking for a job elsewhere. Termination in the form of dismissal will affect the chance of the employee seeking job elsewhere.

Process of Resignation

The processes involved in a resignation are as follows:

- The employee will start by notifying the management in a spoken form
- The tendering of the letter (written) defining the effective date of resignation
- The superordinate will give the employee a form to fill

- In the form, the employee will state the reason for leaving
- The superior will sign and indicate whether the employee can be eligible for re-hire if he or she decides to come back to the organisation in the future.

d. Dismissal

This is the termination of a worker employment. It is the removal of somebody from employment or service. It is the formal sending away of a worker or workers from a workplace. It is also known as firing, discharge and sack. It is a permanent separation of a worker from a pay job. It is the situation where the work of an employee is ended because of unsatisfactory work or wrong doing. The separation can be due to violation of employment contract or poor performance. Dismissal is not a voluntary separation but one of the facets of involuntary separation. Involuntary separation means more than just dismissal; forceful resignation, retrenchment, lay-off, etc. are other aspects of involuntary separation.

Types of Dismissal

a. Dismissal as a result of unethical behaviour: This is the dismissal that is caused by bad behaviour.

b. Dismissal as a result of poor performance: This is a type of dismissal that is caused by inefficiency of the employee.

Reasons for Dismissal

Some of the reasons for dismissal are as follows:

a. As a result of bad behaviour
- Violation of rules
- Drunkenness
- Dishonest deal
- Insubordination

b. As a result of decline in performance or inefficiency
- Laziness
- Wastefulness
- Unfitness
- Carelessness
- Negligence

Dismissal and Labour Law in Nigeria

Labour Act (CAP 198, LFN 1990) provides that no contract shall cause the dismissal of a worker by the reason such as follows:

- Union membership
- Issue outside workplace and working hour

The law explicitly states that where a worker is dismissed on the ground of unethical behaviour, he or she will not be absorbed in any government job anywhere. The law also provides that a woman on maternity leave shall not be served notice of dismissal because of her absence.

e. Lay-Off

This is another form of workers' separation. A lay-off is a situation where a worker or workers are disengaged from work because of lack of work to be done. It is also known as downsizing (making the work small), rationalization (to make efficient) and streamlining (make it more efficient). A lay-off is an indefinite separation of the workers from the organisation due to factors beyond the control of the employer; the employee can be called back in the foreseeable future. Lay-off has nothing to do with the employee's fault.

Causes of Lay-Off

Some of the causes of lay-off are:

- Acquisition, merger or any restructuring
- Fold up of a business or an organisation
- Insolvency
- Poor or lower profit margin
- Shortages of raw material
- Breakdown of machine
- Financial slum
- Technological change

Effect of Lay-Off

Some of the effects of lay-off are:

- It could lead to high labour turnover
- It can affect effective team work
- It can destroy morale

- Increase cost of unemployment insurance

Principles of Lay-Off

- It should start with junior, temporary and probationary employee
- It should be on the basis of first-last, first out (FLFO), i.e. those who come last should be the first to be laid-off.
- When they are to be recalled, it should be last out first in (LOFI).

How Lay-Off can be managed

- Lay-off is not a good thing to the life of the employee; it can be managed if the worker is transferred to a unit where his service is needed.
- Salary is reduced or shared
- Where the is no adequate fund, the affected workers Should be given assurance of re-absorption when things began well

Labour Law and Lay-Off in Nigeria

In an ideal situation, a laid off staff is supposed to be paid certain percent of his basic wages and dearness allowance for every working day on which he or she reports for work. If this is stated and is an agreement, compensation is supposed to be paid for 45 days during any period of 12 months. This is not practiced in Nigeria; workers can be laid off at any time and they may not be compensated.

g. Sickness Separation

Sickness is an illness or condition where a person is suffering by ill-health. The causes are sumptuous. Sickness separation is a kind of separation that is caused as a result of sickness. The sickness is the type that makes the worker unfit for the job or to continue with the job. The relationship between health being and productivity of an organisation for long has been established. It is based on this notion that before an employee is offered an employment, he or she must be certified fit and must conduct a test in respect to that.

Health Condition that Can Lead to Separation

Some of the health challenges that can lead to separation on the job are:

- Accident causing permanent disabilities

- Illness like stroke and the terminal illness
- Insanity
- Memory lost, etc.

The labour law, Cap 198 (LFN, 1990) provides for the certification of health fitness and defines health condition that could lead to separation on the job.

(h) Incapacitation

This is a situation where a person is unable to be efficient or carryout task as expected. It can be as a result of sickness or accident. What incapacitate is called incapacitant. Incapacitation is also known as breakdown or weakness. It is the inability of a worker to perform work to the employer's standard due to ill-health or injury which can be temporary or permanent. The incapacitation takes place when the employee is still on active service.

Causes of Incapacitation

There are several causes of incapacitation. It can be as a result of any of the following:

- Accident during work
- Accident through handling of tool, machine, etc.
- Attack, etc.

Procedures for Handling Incapacitation

A worker cannot just be disengaged on a job arbitrarily; certain procedures and code of good practice in Labour Relations Acts must be observed. The procedures are:

- The employee should be notified
- After notification, there should be consultation; where both the employee and employer will meet to discuss the issue
- If the causes is during work (like accident from the use of tool), investigation must be conducted to ascertain it.
- Committee should be set to determine the nature of the incapacitation.
- Until when the committee found out that there is no alternative to termination, then the employer can go ahead.

- If it is caused from handling of tools or other issues associated with the job; the incapacitated worker should adequately be compensated.

(i) Separation Caused by Death

Death is the ending of all vital functions or processes in anything or anyone. It is a condition of being dead. Separation caused by death is a situation where an employee dies in service without attaining the age of retirement. It is a state where an active staff passed away while still on active service. The provision of Labour Act defines several ways on how such issue could be handled. Some of the ways are:

- The settlement of the dependent of the deceased staff.
- Absorption of any of dependents of the deceased staff in the workplace.
- How the dependents staff could use facility like house if it is owned by the organisation and the defined time to use it.

(j) Furlough

This is a non-monetarily leave of a job. It is a situation where a worker is provisionally disengaged from a work or the worker is working but is not being paid. It is a temporary unpaid leave from a job. It is a mandatory time off. It is a situation where a worker is not pair or asked not to come for work for certain period. The length varies – it can be hours, days, weak, month or a year. The worker has not been disengaged; he or she is still staff of the organisation.

Reasons for Furlough

Some of the reasons for furlough are to:

- Balance the organizational budget
- Manage staff for seasonal positions
- Adaptation to global condition
- Adjust to decrease in revenue
- Transition to new national economic condition
- Get acclimatizes to lower demand for service

Benefits of Furlough

Some of the benefits of furlough are:

- Staff are still retained
- It reduces the cost that would be incurred for new recruitment
- It is not demoralizing like layoff and retrenchment

Conclusion

Workers' separation is the process where an employee is disengaged on the job. There are several reasons and forms of separation. It is one of the functions that are carried out by Human Resource Management. In this work, we looked at what is workers' separation, types and forms of workers' separation. We looked at their practices and processes in Nigeria. We also looked at the position of the law on their application.

Revision Questions

1. What is workers' separation?
2. List and discuss the various types of workers' separation
3. List and this the various form of workers separation
4. What are the reasons for employees' resignation?
5. What are the procedures for handling incapacitation?
6. What are the various types of resignation?
7. What is dismissal? What are the reasons for dismissal?
8. What is lay-off? What are the causes of lay-off? How can it be managed?

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Chapter Ten (10)

INDUSTRIAL RELATIONS

Introduction

The whole idea of industrial relations emerged because of the conflict involving the inability of the employers and the employees to have a proper dialogue concerning the terms and condition of employment. It looks at all facet of the job. The success of any organisation lies on how relationships are being managed. No organisation will be successful if there is poor relationship between the workers and the employers.

The chapter looked at the concept of industrial relations and theories of industrial relations. The chapter looked at the evolution of industrial relations and industrial conflict, meaning, types, causes and effects. The chapter also looked at conflict management mechanisms. In the chapter, we also looked at collective bargain; meaning, elements and factors influencing collective bargain.

Concept of Industrial Relations

There are several definitions on industrial relations such as the so many scholars in the field. There is no universally acceptable definition of the concept. Several persons have defined the concepts in several ways. According to Fajana (2003), it is a discipline concerned with the systematic study of all aspects of the employment relationships; it deals with everything that affects the relationship between workers and the employees, perhaps from the time the employee joins the work until he or she leaves.

Yesufu (1962) as cited in Bello (2023) described the term "industrial relations" as a web of rules which bind the actors (government, unions, employers and workers) in the work place. In the same vein, Cordova (1980) as cited in Ajayi (2024) sees industrial relations as the process of interest accommodation by which conditions of works are fixed; relations are regulated and power is shared in the field of labour.

Kochan (1980) sees industrial relations as an inter-disciplinary field that encompasses the study of all aspects of people at work. According to him, the field covers the study of the individuals, group of workers who may or may not be organized into a union or an association, the public policy or legal framework governing employment auditors, the economics of employment problem and even the comparative analysis of the field in different countries over different time period.

Ubeku (1983) as cited in Fajana (2003) sees industrial relations as the process of conflict resolution. This definition would seem to see the bargaining process as the main part of industrial relations, or even the bedrock on which industrial relations rest. However, the breadth of problems addressed in industrial relations goes beyond collective bargaining between employees and employers. At one direction, it looked at the matter of transnational migration of labour and the international comparisons of labour market operations, organisations and the institution of collective bargaining. At the other end, there is the study of group, interpersonal and individual behaviour within the organisation.

From the above definition, it can be deduced that industrial relation is the study and management of several facet of the work, the employees, the employers, the work process and policy, conflict, among many others. It looked at several relationships.

- The worker
- The workers in a group
- The workers in and the employers
- The worker and the employee
- The work process and policies
- Conflict and how they are being resolved
- The practice of collective bargain
- How it works in other country

The scope of problem studied in industrial relations is so vast that the field is inevitably interdisciplinary.

Historical Evolution of Industrial Relation

The old and traditional notion on its evolution was that industrial relation was the creation of Sidney and Beatrice. But this is just a stage in one of its historical development. Subscribing industrial relations to the Webs is just like the so-called logic that Mungo Park discovered River Niger. The pertinent questions that seem to be ignored are, was the river not in existence before the arrival of Mungo Park? What of the inhabitants of the riverine area? Where they ignorant of the river?

Industrial relation and most especially it practices predate the coinage of the concept. Historical record shows that the practice of industrial relations has its root right from the industrial revolution of the 18th century. Activities of industrial revolution like specialization, centralization of workforce, formation of workers' association and employers play vital role in the evolution of industrial relation.

The practice of industrial relations was further shaped by the ages of reason and the thoughts of scientific management where works were based on rationalism, principle and philosophy. As a concept, it was coined in the early part of the 19th century when Sidney and Beatrice Web published two monumental books: *History of Trade Union* and *Industrial Democracy.* The former volume examined the development of trade union in Britain while the latter looked at the functions of trade unions.

Karl Marx also plays crucial role in the development of the practices of industrial relation. Marx in the mid-18th century was a critique of the excess of management. He sees their activities as exploitation to acquire what he termed as surplus value from the sweat of the workers (proletarians). He associates the formation of workers union to industrial life and the increasing oppression of the proletarians.

In 1949, a group known as the Oxford Group in Britain advocated for the teaching and research on industrial relation and the introduction of the course at the University of Oxford. In 1958, Dunlop published a work "Industrial Relations System" in which he

talks about facet such as – recruitment, effort, performance, hours pay, holidays and a host of others. It was till 1982, it was introduced as a discipline of study in Africa. The department of industrial relations was introduced at the University of Lagos; offering both first and higher degree programmes. It was during this period that scholars like Ching (1974), Allen (1971), Bain and Clegg (1974), Jackson (1971), Palmer (1983) and many others came out with their works on how industrial relation can be practiced.

Theoretical Approach to Industrial Relations

Several theories were postulated by numbers of scholars on the nature of industrial relations. The notable one are:

- Classical theory
- Institutional school
- Marxist perspective
- System model
- Unity and neo-unitary perspective
- Parliamentary democracy
- Job regulation
- Action centre
- Rationalization Theory

a. Classical School: This is one of the old theories of industrial relations. It was postulated by economists and was mostly credited to Gordad in 1984. The theory talks on the importance of market force in industrial relations. The school of thought sees the labour-management relationship as free and equal between the two parties who have different but have compatible interests. According to the theory, it is the interplay of the forces of demand and supply that makes none of the party to be at power disadvantage in relation to the other in the long run. The theory further states that union can upset this relationship by artificially increasing wages and interfering with management authority, which mostly affects the harmonious relationship between workers and management. The theory sees unionism as something not necessary and more interested in profit making at the expenses of the workers' welfare. It is because of this, it is seen as somewhat mechanistic like the scientific management.

b. The Institutional Theory: This is another theory of industrial relations. It was propounded by numbers of scholars such as Kochan (1980), Gordad (1984) and many others. The theory advocates the need to recognize the legitimacy of both worker and employer interests and the need for continuous accommodation of such interest. Unlike the classical school, the institutional theory states that:

- Workers and employers interest are not compactible
- They do not believe that force of market has serious effect on employee and employer relationship
- The theory believes that workers do not have much choice than to submit to the authority of the employers; if they want to keep their job and earn a living

c. Marxist Approach: This is another theory of industrial relations. It is also known as the radical approach or perspective. The theory is derived from the philosophy of Karl Marx. The theory highlights the role of conflict and control in labour-management relations. The theory states that the interest of the worker and that of the employer in industrial relations are diametrically opposed. Workers tend to perform minimum amount of work and maximize their wages and benefits while management will tend to extract the maximum from the workers and minimizes cost, their wages and benefits. Marxist believes that conflict in a work place is an inevitable thing. The Marxist also argues that unions cannot do much to protect workers against technological innovation and international competition. The Marxist also maintains that if the management kept exploiting the workers, it will reach point that the workers would fight back in form of revolution.

d. The System Model: This is also another school of thought on industrial relations. It was propounded by J.T. Dunlop in 1958. According to him, industrial relation is a subsystem within the total system or environment. The environment consists of economic, political, social and legal systems which all interact to determine the form of industrial relation.

In the system, there are 3 groups of actors – the workers and their organisations, the employers and their associations and specialized government agencies concerned with the workers, industry and their relationship. Certain factors can affect the

environment and some of them are: level of technology, the host community, market budget, power relations and status of actors, among others.

In the system theory, interest and relationships is also seen as an important facet. Interest must be harmonized and the relationship must be governed by rules. These rules are expressed in form of agreements, statutes, decrees, policies, practice, etc. According to Dunlop, interest must be compatible and the web of rules set the right, privileges and the responsibilities of the actors toward one another in the organisation.

Some of the criticisms of the model are:

- It did not accurately define the various ways it can be applied
- It ignores the roles of individual actors
- The rules governing action can be interpreted differently

e. Action Theory Concept: This is one of the theories of industrial relations. It stemmed from wage theory of economics. It was propounded by Leisserson in 1922. Several scholars like Chamberlain and Kuhn (1965), Walton and McKersie (1965), Flanders (1968) Pen (1952) and many others. The theory states that shared perception of the normative regulation of industrial labour has been susceptible to behavioural influences and individual definitions of situations. The action theory concept states that the agreement in principle depends on how actors interact in the resolution of the conflict and this is mostly in the form of bargaining. According to the theory, trade unions and employers deal in the labour market as monopolistic suppliers and demanders of labour respectively. And by restricting supply and demand, unions and employers respectively influences the price of the commodity labour. The major weakness of this theory is that no mention is made of a consensus and subsequently how wage is arrived at.

f. Job Regulation Theory: This is one of the theories of industrial relations. The theory was propounded by Allan Flanders in 1968. Flanders is a British scholar at Oxford University. According to him, industrial relations should be seen as institution established for regulating relationship between the social partners and the study of the institutions of job regulation. His notion has expanded the scope of actors at work to include not only the trade unions of workers but

also trade unions of employers viz employers' association. Other actors like the state are specialized institutions vested with the responsibility of regulating term and condition of employment.

g. Parliamentary Democracy Theory: This is another theory of industrial relations. It was propounded by Hugh Clegg in 1953. It is also known as industrial democracy. It is an arrangement which involves industrial democracy. It is an arrangement which involves workers making decisions, sharing responsibility and authority in the workplace. He equally stressed that strikes are caused by poor industrial management and not union. The theory advocated for more power to the worker at the work place. In the thought of Clegg, if the work management style is simple and flexible, workers would not resort to any industrial dispute.

h. Unitary and Neo-Unitary Perspective: This is also one of the theories of industrial relations. It was propounded by Farnham and Pinlott in 1998. It is also known as the human relations view to industrial relations. The theory advocated for a paternalistic approach, that is, the relationship between management and employees should be like that of father and son. It states that the employee is a team member rather than another number on the payroll; that management and workers are all on the same side as team members. The central message of the unitary school to industrial relations is that every enterprise is an integrated and harmonious whole, existing for a common purpose. Everyone is sailing together in the proverbial boat of the organisation; there is absence of factionalism within the enterprise. The unitary school believes that conflict which rarely occurs, is conveniently traced to faulty communication or considered merely fictional.

i. Subversion Theory: This is one of theories of industrial relations. It was the brain child of Sylva Manti Ngu in 1994. The theory states that activities of trade union are subversion. Ngu emphatically states that in a capitalist society, trade union, members and leaders are branded as subversives elements working contrary to the state objective or that of the organisation. This was how Academic Staff Union of Universities in Nigeria was seen and proscribed in 1988 and 1985, so also is the National Union of Coal Miners and their strike in 1984 in Britain.

The major weakness of the theory is that, it over and generalizes the intent of a union. The International Labour Organisation (ILO) in its freedom of Association and Collective Bargaining Convention 1948 (No. 87 and 98) provides room for the establishment of a union; trade union mean more than the perception of the theory.

j. **Integration Theory:** This is another theory of industrial relations. It was propounded by Pinlott in 1980. The theory acknowledges that conflict is inevitable and it is not possible to have common interest most especially in a heterogeneous society. The theory identifies the major objectives of trade union and sees it as the ability and process of resolving conflict within and between different interest groups on an ongoing basis. The integration theory emphasizes on need to identify the various units of industrial relations problems with a view to bringing them together into a composite whole for an optimum ultimate solution. The theory looks at the need and expectation of the worker, the management, the employer and the society with a view to identify the most suitable solutions for industrial peace and harmony. The theory tends to look like the Rational Decision Making Theory of Herbert Simon

k. **Rationalization Theory:** Rationalization is a process where people attempt to hide their true motivations and motions by providing reasonable or self-justifying explanation for irrational or unacceptable behaviour. It is a process by which people hide under other covers to justify an action. Rationalization as a concept was first developed and used by Sigmund Freud in his psycho-analytical theory. It is a concept that is being used to justify a lot of action in public policy, governance, development studies and in international relations.

Government in a democratic setting or societies exploits the practice of rationalization. When state wants to introduce a policy that its citizen would react, it will use certain reason to justify such an action. This can be seen in situation of projects, formulation of programmes and other course of action of the state.

The concept is applied when policies and programme do not emanate from the people; and when the state failed to involve the people in the initiation of a policy and it felt that the implementation will generate wide outcry and reaction. It will develop defensive mechanism and tried to convince the people to see reason why such actions were taken. The essence is to prevent revolt, protest, demonstration and criticism of such action. It is more pronounced in societies that leaders are autocratic and too domineering. In such societies, the leaders prefer to rationalize instead of involving and contacting key and principal actors.

It is also being employed by leaders in heterogeneous societies where there are several ethnic identities, cultural institutions and religious divides. The leaders knew that resources are very limited and they cannot please all and sundry. The antics to carry out a function successful depend on how the other groups that are unable to be included are convinced; the leaders must bring out reason to justify their action. It is not much different from what the Unitarian advocated; the Unitarian admits that in a policy formulation, planning and project situation, the government cannot pleases all (there must be beneficiaries and losers). In rationalization, the government has to look for a defensive mechanism to defend its action instead opting for compensation as in the case of Unitarian approach.

Tenets of the theory

Tenets of the theory are as follows:

- Leaders, state and government rationalizes when it felt that its action will be protested or rejected
- Leaders in a heterogeneous society adopted it as a strategies because of the diverse ethnic identities, cultural institutions and religions group and
- Autocratic leaders practicing democratic system often resort to it to defend their actions

The theory works well in society where resources are limited. The government and the state cannot pleases all the people and it cannot do all that its people wants because resources are

inadequate. Rationalization is exploited to convince the non-beneficiaries why it is so and why they should reasons to support the state.

The theory also flourishes in societies that is heterogeneous; societies that have diverse ethnic identities, cultural institutions and religious groups. The government rationalizes because it cannot please all and in order not to create rancor and conflicting situation among the diverse group; the state must rationalizes for peace to reign.

A government that is tyrannical and highly sentimental in a democratic setting often high under the gloves of rationalization to execute its plans, programmes and policies. Because of the democratic colouration, it will try to defend it course and attempt to convince the citizen on why it is so and it should be supported.

The primary object of rationalization is to tame protest and revolt. In an ideal democratic society, there is rule of law, due process and the constitution to define laid down procedures for carrying out all action of government. In such societies, when the government knew that it has compromised and it felt that its action can affect mutual co-existence, the steps it often taken to remedies the action is to quickly rationalized by explaining to the society why it acted the way it has. Such societies often use national interest, emergency and national security as the basis for their action.

l. **Downplay and Digression Theory (D&DT):** Downplay is a state of treating something as less important. It is a state in which a situation is made less important, significant and serious than it really is. Downplay is a situation or state in which a serious issue or matter is treated with less worth and values; it is made cheap, common and despicable. Downplay occurs when issue of high substance and valuation are treated as second fiddle, less prominent and or being negated. There are several reasons why it is being applied; when the exploiter perceived that the issue on ground would be of no value to them and some uses it to reduce the intensity of an action (the mechanism is used to dismiss an issue).

Digression is the departure from central topic or issue. It is an act or instance of departing from the central point, topic or line of argument. It is a process of deviating and detouring from an issue or focus. It is a strategy that is often exploited to weaken a course. The essence of digression is mute the issue by introducing a different thing. This is one of the strategies that leaders in developing societies uses to manage issue like labour action, activities of civil societies and the plight of a group. It works well when handling labour related issues. It is one of the tools that has been used and has been very effective. The leaders of such societies often exploited the mechanism to distract high demand; plight and the need of a group which they think would cost them or may not be beneficial to them.

The leaders often start by treating the plight and situation as something that is less significant irrespective of how it is being seen by the group. After the nerve of the people or the group is weaken, the government or the state actor may choose to allow time to either water it down or they would choose to deviate from the main focus. They know that most of the leaders of unions, civil societies and other informal sector groups are selfish and most at time are after their self-enrichment; and would lure them with bait and then introduces a different thing to weaken the earlier move. This can be seen in the introduction of policies like palliative and relief to serve as a leverage to allow a certain policy or action of the state to fly on. The Nigerian government in 2023 introduces palliative to weaken protest against the forceful introduction of cashless policy. So also in 2023, the federal government adopted this strategy to sustain it policy on the removal of subsidy on petroleum resources.

Tenets of the Theory

The tenets of the theory are as follows:

- Leaders downplay to reduces the intensity of a demand from a group
- It is often assumed that whatever is consider less importance is easily forgotten and the human nature easily forget about issues
- Union leaders and group leaders easily succumb most especially when they are self-gratified

- After successful water off an issue, a new focus or direction can easily emerge

Leaders in most societies often used this strategy to execute their mandate and also to modulate a push by a group or the society. They know that when an attention is not given to an issue, it has made it not be relevance; and the best way to win a course is to downplay it, then the intensity is weakened.

Anything that is treated as less significant or not important is easily ignored and forgotten. Leaders in most society often exploit this avenue to put an end to a course. They know that the human mind has a lot of things or is preoccupied by a lot of activities and it easily forget a course when it has received a block

Just like the Marxists often advocate that union leaders do not fight for the interest of a group; what they are after is their self-interest. They often hide under the cover of a group to seek personal gain. The theory believes that union leaders or group leaders are mostly used as an agent to downplay and they easily digressed from a quest most especially when they have been gratified. A typical example can be seen with the labour and trade union congress of Nigeria in 2023. NLC and TUC were told to tell the government to revert back to the subsidy regime on the oil sector but they went and were canvasing for palliative; a complete deviation from the mandate. They were not sent to collect palliative but to fight so that the subsidy can be brought back. The simple reason why the state succeeds was that the course was water off, labour unions were self-gratified and the whole focus was changed to something else (Palliative and Minimum wage).

Several duties in the past and at the moment point out that human mind forget issue easily most especially when the intensity has been lessened. Several of the study also link time with forgetfulness; when things are not done at the time that the urge is high, people forget about it. Forgetfulness is in the human nature and it can easily be induce with time, making the act worthless and a shift from the main course.

Collective Bargain

The word collective bargain was coined by Sidney and Beatrice Webb in 1897. They coined it and did not define it in a conventional way; they see it as an economic transaction that employees turn to in order to enhance their bargaining power in contrast to that of the employer. Close to their perception, Flanders (1969) stressed that it is a rule-making process which goes beyond the negotiation of economic terms of a contract and defines the right of and relationship among individuals, workers, union officials and employers.

The International Labour Organisation (ILO) (1981) in its Convention No. 154 defines collective bargaining as all negotiations between an employer or group of employers on the one hand, and one or more workers' organisations on the other, for:

- Determining working conditions and terms of employment
- Regulating relations between employers and workers
- Regulating relations between employer and their organisations and workers' organization (s)

In the same vein, the Nigerian Labour Act of 1974 defines collective bargaining as the process of arriving at or attempting to arrive at a collective agreement. Adeogun cited in Otobo (1987) also defines it as an agreement under which wages and conditions of employment are settled by a bargain in the form of an agreement made between employers or association of employers and workers. This definition sees collective bargaining as more of an arrangement than a state or condition that workers and employers come together to agree on an issue

One of the comprehensive definitions is the one provided by Davey in 1982. He sees it as a continuing process through which management and union representatives participate in the negotiation, administration, interpretation and enforcement of written agreements, covering joint understanding as to wages and salaries, rates of pay, hours of work and condition of employment.

From the above definitions, it can be deduced that collective bargain mean more than a process or condition. It is the determination of working conditions and terms of employment

between employers, a group of employers or one or more representatives of the workers with the view of reaching an understanding. The essence of the negotiation is to enable the workers to participate in decision making regarding the resolution of conflict over their work goals in the industry. Ubeku (1983) sees it as a situation whereby wages and conditions of services are determined.

Elements of Collective Bargaining

Collective bargaining has a number of elements which are central to its whole process. The elements are:

a. Collective bargaining is not a discrete event or once and for all bargain.
b. It is a process of adjustment or mutual accommodation between two parties in which acceptance is a key issue.
c. It has many dimensions; economic, social, political, etc.
d. Both parties must have the abilities to negotiate
e. Bargaining power is used and it has several tactics
f. It is built on a process of decision making that restricts and to some extent, replace competitive force.

Determinants of Collective Bargain

Some of the determinants are:

a. Cost of Living: Things like inflation, downturn and many others can call for bargain.
b. Ability to pay and profit: When there is enormous profit, union can call for increase in pay and it profit declined, the employer will call reduction.
c. Productive trends: These are the influence of market sources.
d. Going Wages: The wages paid elsewhere in the locality can influence bargain.
e. Impact of higher wages: A worker that is given higher wage tends to be productive than the one who earned less. An organisation can decide to increase pay to boost workers' morale and satisfaction on the job.

Factors Hindering the Effectiveness of Collective Bargain

a. On the side of the worker

- Problem of small size

- Poor leadership
- Emergence of faction
- Poor funding

b. On the Side of the Employers

- Proscription like what happened to ASSU, NUPENG and PENGASSAN
- None-involvement of workers' union in policy process
- Use of force by employers

Condition Necessary for Effective Collective Bargain

The International Labour Organisation (ILO) has itemized a list of prerequisites for effective bargaining and these are:

- Favourable political climate
- Freedom of association
- Power relationship
- Joint authorship of rule
- Stability of workers' organisation
- Willingness of the parties to give and take
- Avoidance of unfair labour practices on the part of both parties
- Ability of the parties to negotiate skillfully
- Willingness to negotiate in good faith and reach agreement
- Willingness to observe the collective agreements that emerge

Functions of Collective Bargain

The functions defer among the actors

a. Workers

- It afford the employee the opportunity to participate in management functions
- Condition and negotiation on workers' process has the view of the workers
- Worker has sense of belonging
- It gives the worker confidence on the job

b. Employer

- It saves the cost of negotiating with each workers
- It simplified the salary administration system
- It tends to generate industrial harmony and thus save the cost of strike
- Jointly authored rule tend to be complied

- It provides a grievance procedure which prevents the deployment of multiple standards by management in treating indiscipline

C. State

Some of the benefits of collective bargain to a state are:

- The avoidance of the negative effects of visible expression of conflict
- The avoidance of political instability which overt expression of unresolved conflict can bring about
- The removal of the need for state intervention which may be mutually perceived as biased towards labour or management, and therefore unsatisfactory.
- Less efforts and resources of the state will be expanded by the state in attempting to help labour management resolve their differences.

Models of Collective Bargaining

A number of models were developed to improve our understanding of collective bargain. The models help us to explain some aspects of union and management behaviour as well as the functioning of collective bargain. The models are:

a. Chamberlain and Kuhn models

Chamberlain and Kuhn came up with the model. They view collective bargaining from three perspectives that represent different stages in the development of the collective bargaining process. These perspectives are respectively called:

i. **Marketing Concept:** According to this perspective, labour is something that is bought and sold in the market place. What the perspective simply implies is that the method of industrial relations that determine the standard terms and conditions of employment by which labour is supplied to an employer either by its present employees or by its newly hired workers.

ii. **The Governmental Concept:** This perspective viewed collective bargain as a rule making process by which rules governing the relation between management and trade unions are made. It states that collective bargain is a political phenomenon in which power relationship is patterned. It is a relationship that is influenced by rules that are jointly made or it

is rules unilaterally determined by one party and are acceptable to the other.

iii. **Industrial Management:** Chamberlain and Kuhn stress that industrial relation can also be seen in term of the functional relationship between the union and employing organisations. The perspectives talks about the value of joint decision making between the union and management. It talks about those things that both parties regard as negotiable and areas that have boundaries or prerogatives.

b. **The Webbs Model:** This is one of the models of collective bargain. It was traced from the Webbs (Sidney and Beatrice). The model sees collective bargain as an economic institution and trade union is acting as a labour cartel controlling the entry into the trade. The Webbs observed that terms and conditions of employment can be determined in three main ways:

- Unilateral determination by the employees
- Unilateral determination by the state
- Joint determination by the social partners

The Webbs believes that determination is done by either the first or the second. It will be sub-optimal and will tend to dissatisfying result and when it is the last, it will lead to enduring satisfaction. The Webb re-echoed the warning of Lenin and Marx that trade union organisations should exercise reasonable care to ensure that its collectivity is not abused by its management through corruption of the union leaders.

c. **Dunlop Model:** This is another model of collective bargain. It was developed by J.T. Dunlop in 1956. He sees collective bargain as the means of rulemaking which govern the workplace. He stressed that collective bargaining comprises of three actors and these are:

- Hierarchy of non-managerial employee and spokesman
- Hierarchy of manager and their representative
- Specialized third party agencies

He stressed that the success of collective bargain lies on quality or character of the operating context of the parties. He also

emphasizes the importance of environment – technology, history, cultural, power relations, etc. in collective bargain.

Process of Collective Bargaining

The process of collective bargaining is the way, channel and techniques in which it can be yielded. The process can be seen below:

a. **Preparation:** This is the first stage. It is at this stage that the objective is stated and all parties present their representative. The objectives are stated at this stage and should be itemized.
b. **Conventional stage:** This is the second stage and it is at this stage that laws and provisions governing the bargaining are adhered. It has the following levels:

- Past bargaining issue should not resurface
- No party should try to undo what has been achieved
- The definition of duration; when it should be closed to meet the target should be stated
- The application where principle of give and take is to occur

c. **Implementation:** This is the last stage where all that were said is put into use.

Principles of Collective Bargain

- Collective bargain process should be free and fair
- It should be in good faith
- Parties should try and avoid anything that would amount to tensions, threats, intimidation, etc.
- Unconditional offer made during the process should not be withdrawn
- Each party should demonstrate its willingness to be bound without further delay

Machinery of Collective Bargaining

The machinery for collective bargaining comprises:

- The workers representative
- The employers representative
- Industrial union
- Union of employers

- National Joint Industrial Council
- Joint consultative committee
- Management officials
- Employers organisation

Trade Union

It is also known as labour union or industrial union. It is an effectively organized body of persons or employees belonging in the same trade and occupation who have mutually come together to protect their interest. Examples are – Nigerian Bar Association (NBA), National Medical Association (NMA), Academic Staff Union of University (ASSU) and many others.

It can also be defined as an association of wage/salary earners formed with the objective of safeguarding and improving the wages and employment conditions of members. It is a condition of service that differentiates it from social club, political parties and many others.

Characteristics of Trade Union

A trade union possesses the following attributes:

- It is an association of employees
- It safeguard employees' interest
- It works toward raising social status of members
- It strives toward improving the standard of living of members
- The employees have mutual interest

Historical Development of Trade Union in Nigeria

The history of trade union in Nigeria has no precise date. It was argued that even before the advent of the colonialists, i.e. right from the pre-colonial era, there were several unions of different occupation – Association of Carpenters, Farmers Association, among others. The emergence of colonialism contributes to it growth and development. Colonialism gave it a formal outlook and encourages relationship with diverse groups and groups representative. The formation of unified public service in 1912 paved way for the establishment of Civil Service Union. In 1931, the National Union of

Teachers and Railway Workers broke out from the Civil Service Union (CSU).

The activities of Nationalists and political parties like the NNDP chaired by Herbert Macaulay also plays crucial role in the growth of trade unions in the country. The activities of the party and nationalists spurred most unions in the country to agitate for Cost of Living Allowances (COLA) in 1929. This was to help the workers to cope with the challenges associated with the depression of the period. A faction erupted from the CSU in 1942 and it was known as the African Civil Service Technical Workers Union (ASCTWU). In 1942, Trade Union Congress (TUC) surfaced. The TUC merged with ASCTWU in 1943 and was called TUC. National Labour Congress was formed in 1951. The difference between the former and the latter was that the former comprises of workers in the private sector while the latter comprises of workers in the public sector.

Landmark in the Growth of Trade Union in Nigeria

Years	Landmark
1912	First Unified Public Service
1912	Formation of CSU
1929	Agitation for COLA
1942	Formation of TUC
1942	Formation of ASCTWU
1943	Merger of TUC and ASCTWU
1951	Formation of NLC

In 1960(s), the birth of industries contributed to the growth of Trade Union in the country. It was at this time that several association of private industries participated in union's activities. There was a lot of upgrade in the structure of the unions. In 1962, a federal law was established to regulate collective bargain, strike, and the right of Trade Union.

In the 1990s, there were several industrial disputes. There were agitations for COLA, minimum wage and poor condition of work. It was during this period that several factions erupted from their parent unions and those that were tagged as rebellious were proscribed. The return of democracy in 1999 opened a new era to the growth of trade union in the country. Unions were allowed to

operate according to the policy guide of International Labour Organization (ILO) and the period witnessed an unprecedented growth in the activities of unions. There were several industrial actions but were all resolved through laid down procedures.

Factors that Frustrated the Growth of Trade Union in Nigeria

Some of these factors are:

- Limited wage employment
- The repressive colonial policy
- Low level of economic activities
- Ignorance on the part of the workers
- Social values
- Absence of a legal backing

Taxonomy of Trade Unions

Trade unions are classified into the following:

a. **By level of the Organisation:** This has to do with rank and level of the employees. There is a type that is for superordinate officers and there is a type that is organized by junior staff.

b. **Membership Drive:** This is one of the ways that trade union can be classified. Is it before or after employment? Under this, there are three (3) different types:
   - **Close Shop:** When it is considered as condition for employment.
   - **Open Shop:** When it is not seen as a condition for employment
   - **Union shop:** This is seen as a condition upon employment

c. **By Orientation:** This is another way in which a union can be classified. It has the following facets:
   i. **Instrumental:** This is based or a classification based on skill or trade
   ii. **Revolution or Radical:** This is that type that operates based on teaching and ideas of Karl Marx. They use tools like strike, sabotage and violence.
   iii. **Uplift or Affectional Category:** This classification is less concerned with immediate economic gains. It is based on social reforms and solidarity.

iv. **Predatory or Traditional Subsumption:** This is a type of union that gives so much emphasis on:
- Maintenance of rights
- Work territory
- Survival of the union
- Use of clandestine method to get their goals
- Non-ideological

d. **Affiliation:** This is a classification that fraternizes with umbrella within and outside the country. It is independent but has relationship with it parent body. Examples of these are: NLC and NUT, PU, etc. It is broadly into two and these are:
- **Nationa**l: When it is in a country
- **International**: When it involves two or more countries.

e. **Membership Structure:** This is another way of classifying trade union. In this, certain criteria are used to define the union. This can be seen below:
- **Craft:** It is based on certain skills
- **General:** It is broad and not restricted to certain criteria – it can be skilled, unskilled, different grade, different industries, etc.
- **Industrial:** It is based on what it produces
- **Enterprises:** It is based on certain size. It can be single, simple, multi and complex.

Determinants of the Effectiveness of Trade Union Strategies

Some of the factors that determine the effectiveness of the strategies of trade unions are:

a. **Culture and Ideology:** The way of life of a place and the ideology in which the society value has influence on trade union. In a capitalist society, they are mostly confrontational and direct. In a socialist state, their strategies are mostly subtle and conservative.

b. **Environment:** This is one of the issues that influence the strategy of a trade union. An environment is the setting of operation and it comprises of several facet. These are:

i. **Political:** It monitors policies and standard of operation. It looks at power distribution and operation.

ii. **Economic:** It looks at the interplay of the market forces, wages, prices, etc.
iii. **Technology:** It looks at the application and relevance of sciences, automation, etc.

c. **Labour Market Segmentation:** This is another factor that has influence on the strategy of trade union. It looks at how labour is structured.

- It is by rank – senior or junior
- It is by wealth – capitalist or proletariat
- Privileges
- Aborigines or expatriate
- Religion – Islam, Christianity, others
- Gender – male or female

d. The power, influence and strategies of other actors:

- **In a capitalist State**: it is determined by private sector
- **In a socialist State**: It is influences by state
- **Democratic Society**: Based on convention
- **Military**: The military leader and it is mostly autocratic

Weapons of Trade Union

Trade union mostly used the following weapons:

- **Collective Bargain:** This is the use of negotiation by all parties.
- **Threat of Strike:** This is a notice by the union to the management defining issuance of ultimatum. The ILO in its article 50 of 1975 states that a 14 day's warning must be issued before embarking on strike.
- **Work to Rule:** This is another weapon that trade unions use to achieve their goals. It is a process of slowing down operation. Workers work below the normal expectation and the defined standard.
- **Picket Lines:** This is another tool that trade unions use to achieve their goal. In this, the workers will not work; they will be parading around and would sometime block the entrance of the organisation and lock office to proof that they are serious with their agitation.
- **Strike:** This is a cessation of work. After the 14 days ultimatum has been issued and the management failed to take action, the next thing to embark on is the strike.

Problems of Trade Union

Some of the problems that are common with trade union are as follows:

a. **Laxity on the part of the management:** Management of most organisations in the developing societies cares less about the threat of trade union. They use the existing high rate of unemployment as bait. Any member that tried to participate in union's activities is threatened with layoff or dismissal. They capitalize on the notion that a lot of unemployed persons are outside and are ever ready to come should the worker is not satisfied.
b. **Problem of Leadership:** This is another issue that affects the progress of trade union. Like the Marxist would often say, caution should be taken in choosing union leaders. A lot of them are not there for the interest of the union; most of them have ulterior motive and as a result of that, they compromise easily and indulge themselves into corruptible act.
c. **Political Pressure from Government:** Pressure from government sometimes makes unions in the public sector to be ineffective. Government mostly lures union leaders or introduce divide and rule policy like sponsoring the emergence of a faction group. These antics and many others affect the success of a trade union.
d. **Financial Problem:** Most unions have insufficient fund and some that have the sufficient, leaders abused and misappropriated it. This problem of insufficient fund and poor management can affect the successful operation of a union.

Prospect of Trade Union

A trade union can be successful in a society where the following abound:

- Its activities are properly organized
- When the union have sincere and honest persons chosen as leaders
- When members are properly been aware and informed
- When there is full employment in the society
- When the society is industrialized
- When the organisation has good wages structure

- When condition of service is human friendly.

Functions of Trade Union in a Society

Some of the functions of trade unions are:

- They provide information to their members
- They create awareness in the mind of their members
- Trade union agitates for better condition of service for their members
- They check the excess of bad management
- They fight for the improvement in the standard of living of their members
- They represent their members in the process of collective bargain
- They influence policy direction in a state.

What is a Strike?

The word originates from the Germanic word "touch lightly". It denotes to stop a work as a form of protest against employer(s) often to achieve specific aim. According to Goulder (1954) as cited in Fajana (2003), it is the cessation of work, a breakdown in the flow of consent and an open expression of aggression by workers and union. He went further to state that it is a social phenomenon of enormous complexity and in its totality is never susceptible to complete description.

It is a situation where workers and union members agitated for an upgrade to their welfare or a condition unfavourable to them on the job. Fajana (2003) sees it as the temporary cessation of work efforts by employees in the pursuance of a grievance or demand.

Types of Strike

There are several types of strike. The notable ones are:

a. **Wildcat:** This is a strike that employees embarked on without no any reason or notice given to the employer. It is a violation of the contract and not authorized by union.
b. **Sit Down:** In this type of strike, workers would be present at work but would not be doing the work.
c. **Sit in:** This is a type of strike that the workers take over the organizational assets and its management.

d. **Sympathy Strike:** This is a solidarity action embarked upon by workers who are not directly involved in the dispute. It is a mere expression of moral and fraternal support aimed at bringing pressure on the employer involved in the trade union.
e. **Constitutional Strikes:** This is a strike that conforms to the due procedure of the collective agreement. The agreement defines the time at which the strike will start, procedure for conducting a strike ballot and how the strike can come to an end.
f. **Unconstitutional Strike:** These are strikes that do not conform to the provision of the collective agreements or the relevant public policies.
g. **Official Strike:** This is a strike that is authorized by the union leaders. It is planned, organized and managed by union leader.
h. **Unofficial Strike:** This is a strike that is not authorized by union leaders. This could be because members have lost confidence on their leaders and are therefore willing to exert direct pressure on the employer without the authorization of leaders. The NUPENG strike of 1978 is a typical example of this.

Measurement of Strike

Strike can best be measured by the following characteristics:

a. **By frequency:** This is the number of work stoppages in a given unit of analysis over a specified time period.
b. **Breadth:** This is the number of workers who participate in work stoppages.
c. **Duration:** This is measured as the length of the stoppages usually in man- days of work lost.
d. **Impart:** This refers to the number of working days lost through stoppages.

These dimensions of strikes are measured as follows:

- **Frequency:** Number of stoppages per 100,000 wages/salary earners
- **Breadth:** Involvement per 1000 wages/salary earners
- **Duration:** Average length of stoppages in working days.
- Number of Working days per 1,000 wages and salary earners

Impact and Effect of a Strike

a. The Workers

i. Impact

- It is collective expression of grievance
- It is a political weapon for achieving economic objective of the union
- It improves the wellbeing of workers
- It makes management to take union serious in future negotiation

ii. Effects

- Risk of losing sustained income through the invocation of no work no pay
- Loss of regular steady income and tenure covering the period of the strike
- Its success lies on it's the efficiency of the tactic employed
- Its success lies in its mobilizing effort

b. Employer

i. Impact

- The mind of the employees are known
- Through it, stability can be restored
- Through it, adjustment can be made in policy documents
- It set organisation on the right track

ii. Effects

- Loss of production
- Loss of output
- Inability to meet customer demand
- It can affect supply of customer needs
- Loss of profit
- It is a bad image
- Extra security cost
- Legal cost
- Cost of living and training replacement
- Barrier to the achievement of the employers objectives
- It is a bad omen; it shows that the organisation is sick

c. State

i. Impact

- Opportunity to know how workers are treated

- It get inputs to upgrade national policy
- Broadening its skill of dispute management
- It reveals to state the weakness of the employees

ii. Effects

- It affects national output
- It has triple effect on other sectors
- It discourages foreign investment
- It affects the stability of a state
- It affects image and reputation of a state

History of Strike in Nigeria

The history of strike in Nigeria began during the colonial period. What would have emerged as the first general strike surfaced in 1929. The necessitating factors were the capital project that was introduced by the colonial administration (Harbour, railways, road and telegraphic lines) and the need to mitigate the aftermath effect of the Great Depression of 1929. The depression brought a heavy burden on the government treasury and it has no option than to introduce the direct tax on the citizens. The government did not stop at that, it went further to introduce retrenchment and the payment on hourly instead of daily basis as it was done in the past. The mentioned development was what led to the Aba Women Riot of 1929 (Direct Tax) and the formation of militant leadership union under Pa Michael Athokkamian Ominus Imoudo. The strike did not hold because the colonial administration was able to convince the workers' representative that the introduction of hourly system does not mean a reduction of a wage.

The first general strike took place in 1937 and was tagged the transporters strike of 1937. What lead to the strike was the cause of transportation and the agitation by transport worker for upgrade in their welfare. After the 1937 strike, there was the Wilson Must Go or Die Lockout of 30th September, 1941 where workers in the various department and unit of the colonial government agitated for increase in pay and favourable working conditions.

There was also general strike in 1945. The general strike was as a result of the COLA agitation which started right back in 1941 due

to the rising cost of living. There was COLA Award of 1942 but it was not implemented up till 1945. It is the lack of the implementation that sparked off the general strike. Sir Barnard Bourdillion revise a local allowance in favour of only expatriate staff; Europeans whose wives were living in Europe. This also provoked the Nigerian workers. Michael Imoudu (President of RWU) and other factional leaders, Timothy Bankole and Markus Osuidero called for the strike but in a constitutional way. There was consultative meeting of TUC with the Commission of Labour, Sir Gerald Whitley who added more fuel to the strike. At the meeting, the Commission made reference to the Defence Regulation Section 156 to stop the workers from going with the strike but the TUC wrote a letter to the Commissioner to notify him of the existing trade dispute as it stated in Defence Regulation Sec. 156. But despite this, the Commissioner rejected it and declared in a broadcast that any strike by the unions would be illegal and also highlight the consequences of such strike. This led to the division among the trade union leaders. The faction led by T. Bankole and Osuidero postponed the strike for at least two weeks while that of the Imoudu wanted it not later than 22nd June, 1945. This was what made Imoudu to be popular. The strike went on according to plan. There was mass resignation of the Joint Executive, and this left no leader for the government to arrest and detain. The press was used as scapegoat; the West African Pilot and the Daily Comet were banned from July 8 to August 15, 1945.

Another general strike that has taken place was the strike of 1964. It is known as the First National Strike. It is called First National Strike because it took place after independence. After the independence, 2 major trade unions emerged with different ideology. The unions were: the Trade Union Congress of Nigeria (TUCN) and the Nigerian Trade Union Congress (NTUC). In 1961, each of the unions submitted demands to the government for salary increase. TUC(N) identifies with the International Confederation of Free Trade Union (ICFTU), a pro-communist trade union while the latter which is the NTUC identifies with the pro-western European Trade Union. The administration of Sir Abubakar Tafawa Balewa capitalized on the disunity among the unions and dismissed their claims and quest. The unions then decided to put the claims for salary increase in a cooler and worked toward achieving the needed

unity that could bring adequate pressure on the government to act. It was this effort that culminated in both the TUC(N) and NTUC coming together to form the United Labour Congress (ULC). The ULC took over the struggle from where the TUC(N) and NTUC stopped. They also agitated for an upward revision of salaries and wages. They gave a threat for a strike and the government responded to their memorandum. A meeting was finally convened between the Federal Minister of Establishment and Services Matters and the ULC. The meeting yielded no result because they were openly being told by the Minister that the government may not listen to their demand because of its focus on the 6 year Development Plan which was geared toward addressing unemployment. The government was left with the option of compromising its stand or use repressive measure to control the union.

It chooses the latter option, and rushed into the parliament to introduce a Preventive Detention Bill to stop the strike but it worsened the situation. It resulted to the emergence of workers militancy. This thus made the government to withdraw the Preventive Detention Bill. A Joint Action Committee (JAC) was constituted to resolve the issue on September 27, 1963 if the demand of the workers were not met. It does not yield any result. A six men Commission of enquiring headed by Justice *Adeyinka Morgan* was constituted in October 1963. The report of the Committee was deliberately delayed by the government in order to frustrate the move but all to the contrary. A demonstration was staged and the police were used to suppress it but all to no avail. There were casualties and Mr. H.P. Adebola, the leader of the demonstration was hospitalized. On the hospital bed, he encourages members to go ahead till their demands were met. The strike started as planned and in an attempt to control it, the government decided to release the Morgan Report and its white paper on the report. This did not help the situation because government refused to implement some of the major recommendations made in the report. The strike went on and called off when government began to implement the actual recommendations.

Another strike that took place after independent was the general strike of 1981. The actual cause of the strike was the poorly implemented government policy that began in 1976. It was

organized by university students and it later spread to embrace secondary and primary schools. Many urban poor and artisans participated. The NLC did not participate for the fear of being proscribed. The leaders of NLC were newly inaugurated at the time and expressed fear that their involvement may spark ground for the emergence of yet a new military regime. In 1979, the cost of living soars up and prices of food stuff kept increasing. In an attempt to bring the situation under control, the military government started a massive importation of rice and other essential commodities but this only worsened the situation. The license was only given to businessmen who are closer to the government and the policy was just like a common pronouncement without yield. The worsened condition of living of large majority of the citizens became the machinery of mass mobilization and articulation of workers and peasants. Hope to fight the condition was piled on trade union leadership and this was what gave them the impetus not to leave any stone unturned in order to improve the conditions of living of workers. It was the Nigerian Civil Service Union (NCSU) under the leadership of David Ojeli that began the move. The NCSU gave the military government a twenty-one day ultimatum to restore back the car loan that it has abolished or be ready to face an industrial dispute. It was at this time that the NLC took over the issue and they gave the military government twenty-one day ultimatum to restore the car loan, review rent and transport allowance and fix a national minimum wage. The military administration of Olusegun Obasanjo was bent on handing over power to the democratically elected civilians on October 1, 1979 and did not want anything to distract its attention from doing that very task.

The military government played with time so that both power and the problem at hand were handed over to the Second Republic politicians. The Shagari administration came on board and the legislators of the time went ahead to fix salaries for themselves (₦15,000 p.a. for each of them) and ₦50,000 and ₦30,000 for President and Vice President respectively. The salary of a higher officer at the public service was N750 p.a and the National Labour Congress could not stand the insult; it was then used as an impetus for the re-visitation of the old case and the demand to increase the minimum salary to ₦3,000 per annum. On the 10 January, 1970, an

ultimatum was issued to the government to meet the old and the new demand before March 31, 1980 or face a general strike. The counter offer of 1,200 by government succeeded in having the general strike suspended. The suspension of the strike enabled both the government and NLC to commence negotiation. The NLC accepted almost all the government's new offers on the various allowance and subsidy.

A tripartite committee comprising the Nigerian Employers Consultative Association (NECA) and the NLC handled the issue of minimum wage. The car loan and car basic allowance were referred to the Industrial Arbitration Panel (IAP) whose decision was delayed until after a one day strike by the NCSU under the leadership of David Ojeli. The National Association of Nurses and Midwives (NANW) also went on strike; demanding that they should be placed at level 8; the same entry point for a fresh graduate. Hassan Sunmonu declared Monday 11, 1981 as the date for national strike. There were several meeting between representatives of government the unions but to the contrary. The strike went on as planned.

History and Landmark of Strike in Nigeria

Years	Landmark
1929	Aba Women Riot
1988	Proscription of ASUU
1985	Proscription of Nigerian Medical Association (MNA)
1937	Transporters Strike (1st strike)
1945	The General Strike of 1945
1964	The General Strike of 1964
1961	Split of TUC as TUC(N) and NTUC
1961	The Formation of ULC
1981	The 1981 General Strike

From 1983 to 1984, strike was suppressed by the military head of states. Several unions like Nigerian Medical Association (NMA), among many others were proscribed. The Buhari Administration was overthrown and General Ibrahim Babangida took over the mantle of leadership. IBB uses suppression to frustrate a lot of union activities in the country. He proscribed ASSU in 1988 and many others. His approach did not prevent the general strike of 1988 from holding. In May 1988, there was general strike which was organized to protest

the government insistence to implement the Structural Adjustment Programme (SAP). During the period, all international airports were closed; the transport workers union put stoppage to transportation activities. In an attempt to succeed, the government dissolves the leadership of NLC and appoints a sole administrator.

The suppression and use of coercion by the military was unable to prevent the general strike organized in protest of the nullification of the election of M.K.O Abiola. There were protest and several agitations by several unions and movement on the 12th June, 1993; and it were the pressure from these agitations and from the international communities that forced IBB to hand over power to an interim government. The interim government only lasted for the period of eight month and it was toppled by General Sani Abacha. The administration of Abacha did not give any room for union activities and civil organization. There was nothing like strike and any group that attempt to protest is clapped down.

Another landmark in the industrial relation in Nigeria is the regain of the right to operate in 1999 after several years of military suppression. Adam Oshiomole was elected as the NLC Chairman in 1999 and his style of administration was a model of Pa Michael Imodu. During his reign, there were several general strikes. It even reached a point that the then president (Obasanjo) accused him of running a parallel government. The administration of Oshiomole fought the several attempts of the government to deregulate the oil sector and the continued implementation of the IMF policies. From 2004 to the present dispensation, the activities of union on strike were less. Almost all the attempt to call for general strike was mostly averted before the proposed day.

There was no any national strike from 2007 to 2023. There were several attempt but they were all averted few ours to its commencement. The whole thing was politicized and government has been using external parties and bodies to persuade the unions. It was till 31st May 2024, that TUC and NLC notified the federal government of their plan to embark on an indefinite strike from 3 June, 2024. The National Strike comes to fruition and it lasted for the period of two days (3 and 4 June, 2024). During the strike, all public and private establishments observed the strike. The national

grip and ports were shut down. Health institutions and institution of learning shut down their operation. The strike was later called off on the second day, after several interventions by the National Assembly, the secretary of the federal government, and many other important figures in the country.

Industrial Conflict

Robbins, Judge and Neharika (2011) defined Industrial conflict 'as a process that begins when one party perceives another party has or is about to negatively affect something the first party cares about. This definition encompasses the wide range of conflict people experience in an organization: incompatibility of goals, differences over interpretation of fact, disagreements based on behavioural expectations and like.

The definition is flexible to cover full range of conflict levels of, from overt and violent acts of subtle forms of disagreement. Gareth and Jennifer (2003, P.549) defined conflict "as the discord that arises when the goals interest, or values of different individuals or groups are incompatible and those individuals or groups block or thwart each other objectives". Bagobiri & Kassah (2009) stressed that conflict represent "a condition of disharmony in an interactional process. Conflict as a direct result of a clash arises as a result of pursuit of incomparable ends or the use of incompatible means to pursue desired goals by the parties involved in an interactional process, Trade Union Decree 1973 in Ubeku (1975, p. 224) defined trade dispute or industrial conflict "as any dispute between employers and workers or between workers and workers, which is connected with the employment or non-employment or the terms of employment, or conditions of work of any person".

Industrial conflict is a kind of discontent with issues that has to do with conditions of employment and labour matters, it may be internally or externally originated, the discontent or dissatisfactions that are expressed through any labour action, and if not properly address can undermine productivity. It is vital for managers to find the strategy necessary to manage industrial conflict effectively. This is because the level of conflict in organization has significant implication for organization performance.

Robbins et al (2011) gave two views about conflict and this includes:

i. **Traditional View:** According to this view conflict is bad, harmful and is to be avoided. Since all conflict is bad and is to be avoided, the organization has to direct its attentions to the cause of conflict and correct malfunctioning in order to improve an organization performance.
ii. **Interactionalist View:** This argued that conflict is not only a positive force in a group but also an absolute necessity for a group but also helps a group to perform effectively. Conflict is encouraged on the ground that it aid harmonious, peaceful and cooperative and non-responsive to needs for change and innovation. Therefore the advocate of this view encourages group leaders to maintain an ongoing minimum level of conflict for keeping the group viable and self-critical.

Usually industrial conflict results in wasteful use of human and material resources leading to low productivity, retrenchment, dismissal, and alienation. Conflict can manifest itself in the form of unrest, work stoppage (strikes), sabotage, absenteeism, work to rule, lock out, gherao, absenteeism, and so on. The most common of the manifestation of conflict in Nigeria is strike.

Industrial conflict is conceived within the context of work relationship as inevitable disagreements between and within any or all of the actors in the work place. The actors are employer, employees and in some cases government. The views of various writers on the concept of conflict and industrial conflicts have established that conflict is unavoidable and that it is not inherently dysfunctional rather its effects depends on how it is handled or responded to by the parties involved. Whether conflict is seen as central or ancillary to the employment relationship, however, depends upon one's conceptualization or larger view of the origins, function and structure of this relationship

Types of Conflict

Pondy (1967) and Ejiogu (1990) unanimously agree on the following types of conflict that exists in an organization:

i. **Bureaucratic Conflict**: Originates due to hierarchy of positions (subordinate conflict, superordinate conflict, and lateral/peer conflict);
ii. **Systems Conflict**: Originate on the basis of the relationship between the objective state of affairs and the perceived state of affairs; and
iii. **Bargaining or Goal Conflict:** Originates on the basis of antagonistic source (disagreement between cultural values and institutional expectations, role expectation and personality roles).

Jehn (1997) in his study titled "a qualitative analysis of conflict types and dimensions in organizational groups" identifies three types of conflict as follows

(i) **Task Conflict:** Focuses on the content and the goals of the work or an awareness of differences in ideas, viewpoints and opinions about the task;
(ii) **Process Conflict:** Focuses on how the work is gets done or an awareness of controversies about aspects of how task accomplishment will proceed as it pertains to issues of duty and resource delegation, such as who should do what and how much responsibility different people should get; and
(iii) **Relationship Conflict**: Relationship conflict focuses on interpersonal relationships or an awareness of interpersonal incompatibilities such as dislike, annoyance, frustration, and irritation. Thus, teams performing well were characterized by low but increasing levels of process conflict, low levels of relationship conflict, with a rise near project deadlines, and moderate levels of task conflict at the midpoint of group interaction (Jehn & Mannix, 2001).

Amason (1996) opines the need to distinguish between which category of conflict is beneficial or detrimental to the organization existence, so as to avoid concluding that conflict, in general,

produces inconsistent effects. Distinctively, research has shown that conflict can be categorized into two - functional conflict and dysfunctional conflict, where functional conflict degenerates into dysfunctional conflict if not managed appropriately.

i. **Functional (cognitive) conflict**: This is task oriented in nature as it relates to differences about how best to accomplish a given assignment.

ii. **Dysfunctional (affective) conflict:** This relates to emotional and personal disputes, that is, where differences lead to disagreement or perceived as personal criticism to gain advantage at the expense of another such that avoidance or counter-production is the only resort available for members of the organization.

Causes of Industrial Conflict

The divergent descriptions on causes of conflict have since been condensed into three sources by Pondy (1967) and these are:

- Competition for scarce resources
- Drives for autonomy; and
- Divergence of subunit goals

Rahim and Bonoma (1979) summarize the causes based on conflict level as follows:

i. **Intrapersonal**: As a result of miss-assignment and goal incongruence, inappropriate demand on capacity, organization structure, supervisory style, and position.

i. **Intragroup**: As a result of leadership style, task structure, group composition and size, cohesiveness and groupthink, external threats, and outcome of conflict.

ii. **Intergroup**: As a result of system differentiation, task interdependency, dependence on scarce resources, jurisdictional ambiguity, and separation of knowledge from authority.

Wall and Callister (1995) summarize the causes based on three characteristics as follows:

a. **Individual Characteristics**: As a result of personality, values, goals, commitment to position, stress, anger, and desire for autonomy.

b. **Interpersonal Factors:** As a result of certain characteristics involving two or more persons such as:

i. Perceptual interface which involve perception that other has high goals, other's intentions counter to party's fairness norms, other's behavior seen as harmful, distrust of other, misunderstanding;

ii. Communications involving distortions and misunderstandings, hostility, dislikes, high goals, insults, intended distributive behavior; *behavior* involving reduction of party's (other's) outcomes, blocking party's goals, low interaction, power struggles;

iii. Structure involving closeness, power imbalances, creation of interdependence, distributive relationship, status differences, preferential treatment of one side, symbols; and

iv. Previous interactions involving past failures to reach agreement, past history of conflict, locked-in conflict behaviours, other results of conflict.

c. **Issues:** As a result of complex vs. simple, multiple vs. few, vague vs. dear, principled, size, divisibility.

Oni-Ojo et al. (2014) summarize the causes based on the prevailing category of conflict:

a. **Functional conflict:** Factors that trigger this category of conflict are :

- Differences in opinions, personalities, knowledge, education, and experience;

- Natural results of diversity based on such characteristics as age, ethnicity, and gender;
- Project or process differences;
- Virtual and/or self -managed work teams; and
- Rapid change.

b. **Dysfunctional Conflict:** The triggers of this category include –

i. Different work methods where employees have the same goal but different approaches to achieve the goal;
ii. Different goals that is inconsistent with each other;
iii. Differences in personalities where people annoy each other because of who they are or how they act;
iv. Biases that people have against different groups of people;
v. Issues, actions, or comments that cause stress;
vi. Different viewpoints or perspectives about various issues that may relate to people's upbringing, gender, age, or other such characteristics;
vii. Different levels of interpersonal skills and verbal and/or written communication capabilities;
viii. Competition for financial or other resources; and
ix. Unique subcultures that establish "us vs. them" situation.

According to Fajana (2006), conflicts arise in organizations in two ways namely, internal and external.

(a) Internal Source: Moreover, conflict arises because the needs of all three actors of industrial relations often conflict with one another. Therefore, according to Otobo (2005, p. 167), internal sources of conflict would include: Style of management; nature of physical environment of the work place, orientation or social consciousness of workers, other conditions of service, efficacy or otherwise of the promotion system, Cumbersomeness of grievance and disputes procedure, institutional cause, lay off and retrenchment, indiscipline and violence, union rivalry, psychological and social cause. Furthermore, in summary, the causes of industrial conflict can be attributed to the following factors:

i. Salaries and wages: Salaries and wages has become a bone of contention in Nigeria among employers and employees and this due to price instability and increase in cost of living have made workers to demand for increase in salaries and wages. Inability of the

employers to increase the salary has cause series of conflict in many organizations.

ii. **Lack of promotion:** Every employee in an organization needs promotion. Conflict arises when people are due for promotion and are not promoted within the stipulated time.
iii. **Discrimination and Favoritism:** Discrimination is based on colour, sex, race, tribe, religion etc. Favoritism is when people are getting undue advantages over others especially in the areas of promotion, training, discipline, or transfer. This has cause series of conflict in an organization.
iv. Others are lay-off, retrenchment, abuses of process and procedures in handling labour cases and so on

(b) External Source

These include government industrial and economic policies, the nature of labor legislation, unpatriotic and unethical behaviour of the political and economic classes, national economic mismanagement and general distribution of wealth and power in the society. The important thing to note about these factors is that both workers and management respond to them. Some of the external causes of conflict may however not directly instigate industrial conflict, but they do influence general social expectation.

However, there is a consensus that conflict is inevitable in all interactions of human beings. Organizations exemplify this by the way it is labour cases and so on structured, because there are different individuals and groups, various departments, divisions, units, etc. These various groupings struggle to maintain their identities, missions and roles in carrying out their different functions which harbor abundant opportunities of conflict.

Prevention of Industrial Conflict

- **Trade unions:** Strong trade union prevents industrial conflict through greater bargaining power. They can bargain with employers and seek quick redress of grievance.
- **Joint Consultation:** this is a formal means of communication between the employers and employees directly or through their representatives used prior to taking decision affecting the conditions of service. There are two types of joint consultation

namely; joint consultation works committee and joint management councils (JMC).

- **Standing Orders:** This refers to rules and regulations governing the condition of employment of workers. They specify the duties of employers and employees paving the way for industrial harmony and peace.
- **Grievance Procedure:** Efficient and effective grievance procedure can promote industrial peace. Any attempt to suppress grievance may backfire and may find expression in violent way later on.
- **Code of Discipline:** code of discipline aim at preventing disputes by providing for voluntary and mutual settlement of disputes through negotiation without interference of an outside agency. Code of discipline would state the action of unions and management on how to react to labour issues.

Rahim and Bonoma (1979) after interpolating the findings of other researchers finally described five (5) strategies that organization often apply in managing or resolving conflict but it is worth noticing that one strategy may be more appropriate than another depending upon the situation. He highlighted it as follows:

i. **Integrating/ Problem-solving**: This involves exchange of information and examination of differences to reach a solution acceptable to both parties.

ii. **Obliging/Smoothing:** Associated with attempting to play down the differences and emphasizing commonalities to satisfy the concern of the other party. This style is useful when a party believes that he may be wrong or the issue is much more important to the other party.

iii. **Dominating/Forcing**: This strategy is identified as win-lose orientation or with forcing behaviour to win one's position. It is suitable where decision by the boss, may be appropriate or a competing person goes all out to win his objective and, as a result, often ignores the needs and expectations of the other party.

iv. **Avoiding/Withdrawal**: This is sidestepping situations, where a person fails to satisfy his own concern as well as the concern of the other party, that is, lose-lose situation.

v. **Compromising/Sharing**: This is where both parties give up something to make a mutually acceptable decision (no win/no lose situation). It is useful when the goals of the conflicting parties are mutually exclusive or when both parties are equally powerful, like in the case of labour and management.

Moore, Jayasundere and Thirunavukarasu (2011) in their quest for peaceful coexistence outline some procedural options for dispute resolution, where some options involve collaboration between people in dispute in order to preserve, restore or establish new positive relationships (these tend to be informal and voluntary in nature), while other options tend to be more formal and adversarial in nature, as each party presents its best case argument to a third party decision maker who is empowered to make a decision.

The formal options usually result in win-lose or guilty or innocent outcomes, and rarely consider the importance or quality of the relationships between the parties or potential impacts the decision may have on them in the future. To support the above assertion, Ori-Ojo et al. (2014) consider six (6) important stages or options used in resolving conflict and these are: facilitation, conciliation, mediation, peer-review, arbitration, and negotiation.

Industrial Conflict Management Strategies

The ways to resolve industrial conflict according to Mamoria and Rao (2012) are as follows:

i. **Conciliation:** This is a process by which the employers and representative employees are brought together before a third person with a view to come to mutually satisfying agreement. The goal of conciliation is to resolve conflict quickly and prevent prolong work of stoppage if they are already occurred.
ii. **Arbitration:** When a conciliation process fail to resolve conflict, the conciliator may persuade the conflicting parties to voluntarily refer to the conflict to a third party known as

Arbitrator appointed by party themselves. The arbitrator listens to opinions of both parties and delivers a judgment on the dispute.

iii. **Adjudication:** This involves settling industrial conflict through intervention of a third party appointed by the government; through the mutual consent of the two parties. Sometimes the consent of the two parties may not be considered. In Nigeria, the institutions that are charged with adjudication are:

(a) Federal Ministry of Employment, Labour and Productivity: The Federal Ministry of Employment, Labour and Productivity was to enforce labour legislation, advice government on trade union, development and Supervision of the following bodies:

- Industrial Arbitration Panel, National Industrial Court, National Institute for Labour studies (established in 1987 and located in llorin). It maintains relations with the following bodies: Organization of African Trade Union Unity (ATUU), International Labour Organization (ILO), Nigeria Labour Congress and Nigeria Employers Consultative Association. Presently the ministry has ten departments included, and these are the departments of Industrial Relations, saddled with the responsibility to promote industrial harmony, through the encouragement of voluntary collective bargaining, between workers and employers.
- **The Department of Wages and Productivity:** It ensures that proper wages are paid and employee are not enslaved.
- **The Department of Labour Inspection and Training**: This section has the duties of inspecting factories to ensure that best practices are followed, and also provide training for employers and employees on how to handle disputes.

(b) The National Labour Advisory Council: This is the agents of government that is established to advise the government on labour matters. The function of this council includes the review of existing or proposed labour laws, and the examination of the social implications of such amendments may have on the public in general and the working class. Although the power of this council is advisory, but when it does review any law, such laws normally sails through all stages with ease including the national Assembly.

(c) Industrial Arbitration Panel: The Industrial Arbitration Panel is a standing body that undertakes arbitration matters. According to the Trade Dispute Decree No. 7.of 1976, section 90 empowers the Industrial Arbitration Tribunal to make an award within forty-two days from when it was constituted. The only exception to this provision is when the Minister of Employment, Labour and Productivity extends the time frame for the Tribunal. At the end of the seating of the Tribunal, it is mandated to make award and both parties have twenty-one days to react to the award.

(d) National Industrial Court: The Trade Dispute Act of 1976 established the National Industrial Court, but it did not start to function not until 1978. The National Industrial Court has exclusive jurisdiction over the following:

- To make awards for the purpose of settling trade disputes.
- To determine questions relating to the interpretation of any collective agreement, and any award made by the Industrial Arbitration Panel or by the court itself.
  National Industrial Court, in normal circumstances handles cases which could not be resolved at Arbitration.

(e) Boards of Inquiry: The Trade Dispute Decree of 1976 empowers the Honourable Minister of Employment, Labour Labour and Productivity to set up a board of Inquiry to investigate any industrial disputes. The Board normally investigates the facts, causes, and the circumstances of a dispute. The procedures are informal, and the boards are free to regulate their own procedures and practices. Parties to the disputes may either appear by themselves or be represented by counsel.

Conflict Management Mechanism

a. Deputation: Deputation is a process often used where management appear autocratic. The workers may be called upon to express their views on a given subject, but this may or may not have any bearing on what is finally decided. In most cases, the decisions have already been made (or appear so), and workers are merely informed. The employer has in this case a dominant role position and the workers are largely yet to be organized into trade unions. This type of program is no longer predominant in most

industrial societies as the rate of unionization had increased considerably world over.

b. Joint Consultation : Joint consultation could be defined as meeting between the workers and their employers where the relationship is seen not as in terms of bargaining strength but in terms of their worth and ability to contribute to the subject being discussed. Here, discussions focus on issue of mutual interest to both sides. Subjects like welfare, canteen, safety, productivity and so on are discussed. It is perhaps the joint benefits to be derived from such meeting that makes joint consultations suitable for discussing problems in industry. For instance, the canteen offers benefits to both employer and employees alike. To the employees, eating within the premises enables the forum for socializing with work colleagues, a thing that could not have been allowed on the production line; and the benefits of subsidized meal. To the employer, since considerable loss of man-hours is prevented, the loss of man-hours could have occurred as employees travel out of the premises to get a meal and are held back in traffic. Substantial gains in production are achieved. The same explanation applies to other welfare schemes established in the workplace.

c. Collective Bargaining: Collective bargaining can be defined as negotiation of working conditions and terms of employment between employers, a group of employers or one or more employers' organisations on the one hand; and one or more representative workers organisations on the other, with view to reaching agreement (ILO, 1960, p3). Reaching an agreement is perhaps what makes negotiation equals to bargaining. Using the definition of bargaining hereinbefore stated available evidence would tend to show that much that happens in the public service is described more as negotiation, and least as bargaining.

Conclusion

Industrial relation is an aspect of Human Resource Management that is concerned with the systematic study of all aspects of employment relationship. It deals with everything that affects the relationship between workers and employer, from the time the employee joins the organisation to the time he or she leaves the job.

In this work, we looked at what is industrial relations? its scope and nature. We also looked at the historical development of industrial relations and the set of theories that were put forward to provide explanation on it.

In the work, we also looked at industrial conflict – meaning, characteristics, types and causes. We also looked at those methods and strategies for conflicts management. We also looked at collective bargaining – meaning, elements, machinery and processes. We also looked at trade union – meaning, characteristics, weapons, classification and role in a society. We also looked at strike, its meaning, types, effect and impacts to the employee, employer and the state. We also looked at how it could be measured.

Revision Questions

1. What is industrial relation? List and discuss the theories of industrial relations known to you.
2. Discuss the historical development of industrial relations
3. What is collective bargaining? Discuss the processes involved in collective bargain.
4. What is industrial conflict? List and discuss basic types of industrial conflict.
5. What are the causes of industrial conflicts? List and discuss the methods of managing industrial conflicts
6. What is a strike? How can it be measured?
7. What is trade union? List and discuss the classification of trade union.

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Chapter Eleven (11)

Manpower Planning, Development and Utilization

Introduction

Manpower planning is the process by which an organisation attempts to provide for its human resources to accomplish its task. It is an essential task that must be done by all organisations. In this work, we looked at what is manpower planning, challenges of manpower planning and its objectives. Also, we looked at the types of manpower planning, its processes, strategies and its importance in an organisation.

What is Manpower Planning?

Several scholars in the field of management have defined the concept in a lot of ways. According to Telsang (2003), it is a process by which management determines how the organisation should move from its current manpower positions to its desired manpower position. In the same vein, Geisler (2000) defined manpower planning as the process including forecasting, developing and controlling by which the firm ensures that it has the right kind of people at right number and at right place doing work for which they are economically suitable.

According to Cole (1990) cited in Nwachukwu (2003), manpower planning is a rational approach to the recruitment, retention, utilization, improvement and disposition of an organisation's human resources. This definition only sees it from point of recruitment, retention and utilization. It did not look at how the worker should be separated. According to Obikaya (1996), manpower planning is an activity of management which is aimed at coordinating the requirements for, and the availability of different

employees. This definition like the former also failed to look at aspect of separation and how it can be managed.

According to Ngu (2003), manpower planning can be seen as a process which attempts to provide adequate human resources to achieve future organizational objectives. He went further to state that it involves forecasting future needs for human resources of various types, comparing the needs with the present work force and determining the quality and quantity of human resources to be employed, developed, retained and phased out. The definition is broad; it attempted to link the needs for the human resources now and in the future. Other aspect of HRM like development and workers' separation were not captured.

From the foregoing definitions, it can be deduced that manpower planning is the forecasting of human resource needs in the organisation and designing appropriate course of actions such as recruitment, selection, compensation, promotion, training, career development and workers' separation based on these needs.

Planning for human resources is a major managerial responsibility in today's organisations. Planning for workers is an important thing that must be done in an organization; it defines job requirements, specify scarce skills and capabilities. Qualified and skilled people have become scarce, and human resources planning have become a necessity for long term survival in all organisations. Manpower planning is also the same thing with human resources planning, employees' planning and workers' planning. Manpower is the same thing with workers planning, workforce planning, human resource planning and employees planning.

Characteristics of Manpower Planning

A good manpower plan must possess the following properties:

a. It forecast future need of an organisation
b. It is both dynamic and complex
c. It looks at the quality and quantity of the work force
d. It is adjustable time to time to help the organisation realize its goals

e. The chief goal of manpower planning is to help the organisation achieve its goals
f. It attempts to match people with the job; the right person on the job and at the right time.

Types of Manpower Planning

Basically, we have two types and these are:

a. Short-Term Manpower Plan: This is the type of planning for short period of time. It is usually for a period of a year to four years. It is simple and very easy to be done. It is type that is mostly practiced by many organisations.

b. Long-Term Manpower Plan: This is when an organisation forecast for a period of five years and above. It is complex and very strategic. It covers several variables such as population, change, international relation, government reforms and many others.

Strategies for Manpower Planning

The strategies of manpower planning are those techniques that are employed in designing manpower plan of an organisation. It is linked to number of plans such as macro-economic plan and educational plan at both national and organisation level. The strategies are:

a. Accounting Framework: This is a comprehensive demographical survey of both the quantity and quality of the labour available in the country. It defines both those that are employed and those that are not employed. This is used to guide the organisation.

b. Projection of Current and Future Manpower Needs: This is another strategy that is used in manpower planning. This is the estimation of workforce that an organisation will need at various time. This strategy gives emphasis to time and it sees time as a vital factor in manpower planning. The time are:

- **Present Requirement:** This is when the need is immediate. Data for present requirement are gotten from the Head of Department and Unit. It has enormous impact on the

organisation and if it is not quickly addressed, its effect is easily felt.

- **Short Time:** This is the projection for a short term range. It is usually for the period of 1 to 4 years.
- **Long-Time Requirement:** This is the projection for the period of 5 years and above.
- **Future Requirement:** These are things that may not be needed now or immediately. They are resources that will be used in the future. It is classified into two - short and long time.

c. **The Projection of Manpower Availability:** This is one of the strategies of manpower planning. It involves the estimation of manpower that will be available at a future date. It looks at both the quality and the quantity and how plan can be made to identify its effect. It is a complex and difficult task. It asks questions such as how many people will leave? How many people will retire? What of things like dismissal, death and sickness?

d. **Analysis of Manpower Utilization:** This is one of the strategies that is used in manpower planning. It is the projection base on need and specification. The essence of this is to ensure that right persons are brought or matched on the right job. It looks at the required number and how relevant are they to the jobs.

e. **Consideration for Labour Manpower:** This is another strategy for manpower planning. Labour turnover is part and parcel of all organisations. No employee is tied to a particular organisation. He or she can leave at his or her will. This movement is difficult to predict. It is the worker that knows his mind and certain factors can trigger it as well. It can be a favourable job elsewhere, the desire to stay closer to his or her family, passion to experience change of a job or place, etc. It is difficult to be defined because it all happens to all organisations; those that have good working conditions and those that do not have.

Objectives of Manpower Planning

The objectives of manpower planning are:

- **To improve the quality of workforce:** The success of an organisation depends on the quality of the workforce. Manpower plan strive to ensure that an organisation has a qualitative labour force.
- **Sustenance of the Quantity of Labour Force:** Manpower plan ensures that equilibrium is reached between the demand and supply side of employment. It attempt to ensure that those that would be leaving are adequately replaced.
- **Proper Utilization of Labour Force:** Manpower planning ensures that the right sets of workers are hired for the appropriate job and at the right time.
- **Future Need:** Manpower plan of an organisation attempts to provide for the future need of an organisation. It makes projection ahead of time.
- **Recruitment Need:** The manpower plan of an organisation makes provision for employment need of an organisation. It states the present and future needs for employment.
- **Technology:** The manpower plan of an organisation looks at the impact of technology to an organisation. It answers questions such as – will it promote quality of the work? Does it have effect on the workforce and many others?
- **Change:** Manpower plan also helps to address changes that an organisation may encounter. Things like the need for expansion and diversification, separation, labour turnover and many others. It may be very difficult to be assessed but its effects can be.

Importance of Manpower Planning

Some of the benefits of manpower planning are as follows:

a. **It makes provision for future needs of an organisation:** Manpower planning makes provision for adequate lead time for organizational activities such as recruitment, selection, training, separation, etc.
b. **Mental picture of an organisation:** Manpower planning gives overall picture for identification of surplus or shortages of personnel.
c. **It provides an organisation with information on its personnel:** Manpower inventory provide information to management for internal succession of managerial personnel if there is an unanticipated turnover.

d. **An effective tool for labour cost control:** Manpower planning can help an organisation to effectively control its cost on personnel.
e. **A tool for sustenance of production:** Through creating equilibrium between supply and demand of employees, production is sustained in an organisation.
f. **Goal and objectives of an organisation are achieved:** Manpower planning ensures that the right quantity, right qualities are provided at the right time and on the right job.

Process of Manpower Planning

The processes involved in manpower planning are as follows:

a. **Organizational planning:** The organizational plan provides the basis for the workforce plan. It set out what the organisation intends to do in terms of activities and the scale of those activities.
b. **Forecast activity levels:** The next step is the forecast of activity levels. The forecast of activity levels flows from the organizational plan. It looks at the influence of external factors (demographic, political policy trend, etc.). Data will need to be collected and analyzed for this purpose.
c. **Scenario planning:** This is the assessment of the environmental changes to see how they can likely affect the organisation and so also that prediction can be made to handle the possible situations that may arise. It is a range prediction so that the different response can be considered. It utilizes systematic environmental scanning using PESTC: An assessment of the:
   - **Political –** power and policy
   - **Economic –** interplay of market forces
   - **Social –** human reaction and the society
   - **Legal –** the place of law
   - **Technological –** the application and influence of sciences
   - **Cultural factors –** Values and belief system

   The implication of these factors on the labour force and labour market is assessed.
d. **Data collection:** This is the next process of manpower planning. This deals with how the necessary data for the

planning can be obtained. The data are collected under the following headings:

- **Qualitative Internal Data:** This deals with written reports. It takes care of data on – proposed work system, organizational changes, HR information on people (skills, performance, etc.).
- **Quantitative Internal Data:** It deals with data such as data on turnover, absence, demographics, skills audit, etc.
- **Qualitative External Data:** It looks at all PESTC factors.
- **Quantitative External Data:** It collects data on labour market and skills availability.

e. Analysis Stage: This analysis stage brings all the information obtained together from the organisation plan, the activity forecast, scenarios and internal and external data. The essence is to provide solid basis for demand and supply forecasts.

f. Demand Forecasting: This is another stage of manpower planning. It is the process of estimating the future numbers of people required and the likely skills and competences they will need. It tells the number of workers that should either be increased or decreased at a time. It also defines the nature of service that would be needed at each period. It also points out whether there is a new regional organisation should be created, new department, new method, need for outsourcing, etc. Demand forecasting has the following components:

- **Managerial Judgment:** This simply requires managers to sit down, think about their future workloads and decide how many people they need. It has no precise scientific method of doing it.
- **Ratio-Trend Analysis:** This is carried out by analyzing existing ratio between an activity level and the number of employees working on that activity.
- **Work Study Technique:** This calculates how long operations should take and the number of people required.

g. Supply Forecasting: This is another process in manpower planning of an organisation. It measures the number of people likely to be available from within the organisation, having allowed for wastage or attrition. It covers the following area:

- Existing number of people employed by occupation, skill and potential

- Potential losses to existing resources through attrition (turnover)
- Sources of supply from within the organisation
  Supply forecasting also takes care of environmental changes, new method and work structure.

h. Forecast of Future Requirement: This is another stage or process in manpower planning. It involves the analysis of both the supply and demand forecast to be able to identify deficit or surplus. It is usually done with the help of spread sheet. It looks at:

- Current number employed
- Annual level of turnover
- Expected losses during year
- Balance at the end of the year
- Number required at the end of the year

i. Action Planning: This is another stage of manpower planning. It is derived from the broad resourcing strategies and from the detailed analysis of demand and supply factors. The plans are short terms and must be flexible because of the difficulty to make firm decision about work force in times of rapid changes. It looks at:

- Learning and development
- Recruitment
- Retention
- Succession
- Talent management
- Turnover
- Flexible working
- Outsourcing
- Productivity improvement, etc.

j. Implementation: This is the application of all the required information into practice. It should be flexible in order to cope with unforeseeable changes in workers' requirement.

k. Monitoring and Evaluation (MLE): This is the last stage in manpower planning. It involves the review and assessment of what has been done so far. This is done because of the unpredictable events and sometimes the implementation of action plans does not always run smoothly. The monitoring and evaluation stage assesses the strengths, weaknesses, threat

and opportunities. It is from the M and E that the action plan can be amended.

Basic Terms and Closely Related Concepts

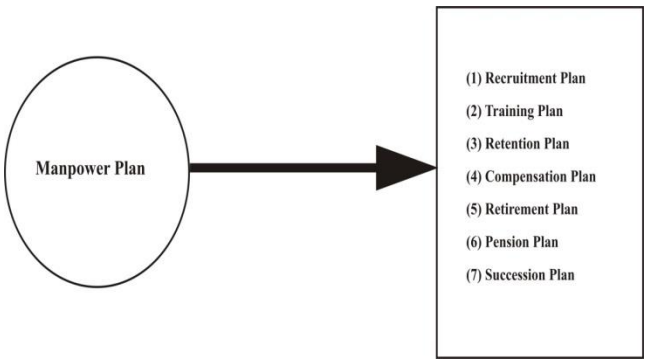
a. **Employment Planning:** This is also known as recruitment plan. It is a type of plan that focused on recruitment. It deals with what, how and when to do employment in an organisation. It is also derived from the manpower plan of an organisation.
b. **Manpower Utilization:** This has to do with the plan that gives emphasis on how the available and future human resources can be utilized to help the organisation achieve its goals.
c. **Manpower Development:** This is also known as human resources development or employees' development. It is a process in which the employees of an organisation are helped in a continuous planned way to acquire or sharpen capabilities required to perform various functions associated with their present and expected future roles. Its major target is improvement and advancement.
d. **Manpower Management:** This is also known as human resource management. It is a philosophy based on the belief that human resources are uniquely important to sustain organizational success. It aimed at recruiting capable, flexible and committed people, managing and rewarding their performance and developing key competencies.
e. **Employee Resourcing:** It is the process by which people are identified and allocated to perform necessary work. It has two strategic imperative: minimizing cost and maximizing employee values to the organisation.
f. **Human Resource Strategy:** This is the overall plan for staffing, developing and rewarding employees and outsourced human resources tied to business objectives.

Facets of Manpower Plan

Manpower plan of an organisation have several facets. The notable ones are:

- Recruitment
- Retention plan
- Retirement plan

- Pension plans
- Training and development plan
- Compensation plan



a. **Recruitment Plan:** This is also known as employment plan. It is a type of plan that takes care of recruitment need at the present and in the future. It primary goal is to ensure that the right person is matched with the right job at the right time.
b. **Training Plans:** This is an aspect of manpower plan that catered for training needs of the employees at the present and in the future.
c. **Retention Plans:** This is a type or facet of manpower plan that provides for how workers can be maintained and be integrated with an organisation. It fights against acts like attrition.
d. **Compensation Plans:** This is a facet of manpower plan that provides for settlement like wages, salaries, allowances, etc. of the workers at the present and in the future.
e. **Retirement Plan:** This is a facet of manpower plan that handles issues pertaining employees' retirement.
f. **Pension Plan:** This is that face of manpower plan that looks at how retirement benefits of retired employees are to be settled
g. **Succession Plan:** This deals with issues like transition and succession in an organisation.

Conclusion

The success of any organisation lies on how it provides and manages its human resources to accomplish its set task. This chapter looked at what is manpower plan, its basic features and objectives. The chapter also looked at the types, facets and processes of manpower planning. The chapter also looked at the roles of manpower planning in an organisation and some terms that are closely related to manpower planning.

Revised Questions

1. What is manpower planning? Discuss the objectives of manpower planning
2. List and discuss the types of manpower plan. What are the facets of manpower plan?
3. Discuss the processes of manpower planning in an organisation.
4. Write short notes on the following:
   i. Manpower Strategy
   ii. Employee Resourcing
   iii. Employment Planning
   5. Discuss the strategies for manpower planning
   6. Write short note on the following
   - HRM
   - HRD
   - HRU

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Chapter Twelve (12)

MANAGEMENT BY OBJECTIVE (MBO)

Introduction

Management by objective is a management technique that most organisations practice to achieve result. Employees are also motivated when management integrates their goals into the organizational goal and this can be feasible through MBO. In this chapter, we looked at what is MBO, basic features of MBO and the process of MBO. The chapter also looked at the importance of MBO and how it is being implemented. In the chapter, we also looked at business process reengineering and process innovation (PI).

What is Management by Objective (MBO)?

The idea of management by objective was first initiated by Alfred Peter Sloan in 1934. It was popularized and theorized by Peter Drucker in 1955. The technique is multidimensional and it can be applied in all organisations. It is also known as management by result (MBR).

Drucker (1953) sees it as:

> A process of identifying goals and objectives, defining managerial responsibility in terms of expected results, and measuring performance and achievement against these goals and objectives. It unites the goals and targets of the organisation with those of manager. In this approach, the supervisor and subordinate managers in the organisation identify objectives in the major areas of responsibility in which the man will work.

According to Ngu (2007), it is a process of an organisation collectively identifying the organization's ultimate goals and defining individual worker's major area of responsibility in relation to the results expected of him through the necessary step motivation. The above definition gives more priority to the action and activity of the management over that of the worker. It is a bit rigid and gives too much worth on the function of management at the expense of the individual worker's role.

According to Odiorne (1956) as cited in Nwachukwu (2003) it is:
A process whereby superior and subordinate manager of an organisation jointly identify its common goals, define each individual's major areas of responsibility in terms of the results expected of him and use these measures as a guide for operating the unit and assessing the contribution of each members.

This is broader than that of Ngu (2003) but also has failed to recognize the impact of the worker in achieving the organizational objective. It gives more premiums to managers (superior and subordinate managers). This is a serious neglect of the basis of MBO. MBO emphasizes integration of not just the goals of the managers but both the managers and the workers. Carroll (1973) sees it as a process by which managers and their subordinates participate jointly in setting goals, activities and target dates as well as the evaluation of performance as it relate to established objectives. In a similar vein, Cole (2003) sees it as a structured form of delegation which seeks to harmonize the goals of the individual with that of the organisation. He went further to state that MBO concentrates on results achieved rather than on the process of achieving results. A key element of the system is that there must be participation by the managers concerned in the goal setting process.

From the foregoing, it can be deduced that MBO is an approach to management which aims to integrate the organization's objectives with those of individuals; this helps to achieve a sense of common purpose and direction throughout the organisation. At its best, MBO is an all-embracing approach to management both from

the point of the organization's need to achieve objectives and the needs of the individual.

Features of MBO

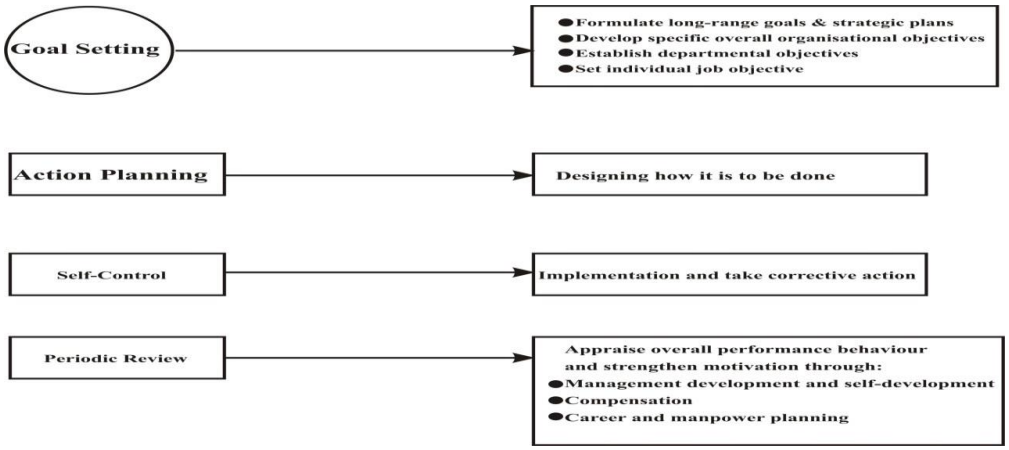
The basic features of MBO are:

- Clear definition of individual responsibilities
- Clear definition of key tasks and targets express in terms of results
- Participative goal setting
- Development of agreed measurement for both qualitative and quantitative factors
- Joint review and appraisal with recognition of achievement in current post.
- Joint review of manager's potential ability in their next job.

Process of MBO

There are series of activities that are carried out during the MBO. These are:

- Goal setting
- Action planning
- Self-control
- Periodic review



a. **Goal Setting:** This is the first stage and step in management by objective. It is the process at which expected goals are defined. The broad and specific are stated for the management

(superior and subordinates) and at the department and individual level.

b. **Action planning:** This is the next set of activity that is carried out after goals are set in motion. It involves the defining of those strategies and medium that will enable the goals to be achieved. It is at this level that questions like who, when, how and what are clarified.
c. **Self-Implementation and Corrective Action:** This is the third stage in the process of MBO. At this stage, every arm that is the manager (both superior and subordinate), department and the individual workers put their action in practices. The objectives are applied using the defined strategies.
d. **Periodic Review:** This is the last stage in the process of MBO. It is at this stage that all the performances are appraised, behaviour is reinforced and motivation is strengthened to ensure that the overall objectives of the organisation are realized. This can be attained through medium such as management development, self-development, career and manpower planning.

Advantages of MBO

Some of the advantages of MBO are:

- It is one of the best ways to investigate activities and balanced organizational objectives
- It is a very useful performance technique where participants are evaluated on the basis of their contribution to overall goal rather than on such characteristics as personality traits.
- It serves as a basis for the analysis of managerial training needs.
- Managers know what is required of them and the agreement of targets ensures commitment to them
- It helps in planning, control, coordination and communication
- It is a scheme for converting strategic plans into management action plans

Challenges of MBO

Some of the challenges that are associated with MBO are:

a. It can be a time-consuming process with the possible danger of creating inflexibility
b. It requires a major change in the attitude of senior management and the style of leadership which is not easy to achieve.

c. It can overstress the need for individual achievement at the expense of team

Business Process Re-Engineering (BPR)

This is a radical approach to the way organisations view work and how it should be done. BPR was initiated by Hammer and Champy in 1997. According to them:

It is a fundamental rethinking and radical redesign of business processes to achieve dramatic improvement in critical contemporary measures of performance such as cost, quality, service and speed.

It is a system oriented approach to organizing work and it concentrates on the processes and not on traditional tasks and structures. Hammer and Champy (1997) describe process as a collection of activities that takes one or more kinds of inputs and creates an output that is of value to the beneficiaries. The process includes:

- Manufacturing
- Ordering
- Delivery
- Invoicing

BPR has been and is being used by number of organisations, e.g. the UK Treasury, Lloyds Bank, Ford Motor Company and the New York Police Department and many success have been claimed because of the approach. BPR seeks to rethink the process from scratch without regard to existing methods, structures and departments. BPR has led to numerous changes in the way work is done, how employees behave and in the structure of the organisation itself.

Benefits of BPR

- Job tends to become more multi-dimensional and comprises of a range of task
- There is more emphasis on process team rather than traditional function department

- Empowerment of workers increases. More decisions are made by process team, there is more flexibility and less reliance on formal rules, there are fewer checks and control
- Work is performed where it is most sensible and efficient, i.e. normal boundary and demarcation do not apply.
- Organizational structured become flatter and less hierarchical

Scholars like Coulson Thomas states that BPR is only a process simplification within existing framework and it is a cover for cost reduction and downsizing. The staff that remain after BPR are mostly pressurized and have to work much harder. Other writers like *Talwar*, think that much of BPR goes beyond the scope of work design and is more applicable to strategic management and organizational change.

Process Innovation (PI)

This is another related idea to BPR. It is developed by Davenport. The technique combines the adoption of process view of an organisation with the application of innovation to key processes. The difference between BPR and PI is that PI focuses attention on the creation of new process while BPR looks at the process; whether it is new or old. PI is arguably more radical than BPR.

Steps to Implement PI

Davenport considers five steps that are necessary to implement PI and these are:

- Identify key/important processes or area suitable for innovation
- Identify the change levers (i.e. appropriate tool or technologies that can be used to innovate).
- Develop statements of purpose for the process (known as the process vision)
- Examine the detail existing process and prepare for new system/processes
- Design, prototype and implement new processes.

Conclusion

Management by objective also known as management by result is one of the commonest techniques employed to accomplish set goal. Management by objective believes that if the goal of management and that of an organisation are harmonized, accomplishment of organizational objective is possible. In this work, we looked at what is MBO, features and processes of MBO.

We also looked at the advantages and disadvantages of MBO. Also in the chapter, we looked at what is business process re-engineering and process innovation.

Revision Questions

1. What is MBO? Critically discuss the process of MBO?
2. What are good sides and bad sides of MBO?
3. Discuss the basic features of MBO
4. What is BPR? What are the advantages of BPR?
5. What is PI? What are the steps in implementing IP?

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Chapter Thirteen (13)

JOB ANALYSIS, JOB DESIGN AND JOB EVALUATION

Introduction

This is one of the important activities of Human Resource Management. Job Analysis focuses on the determination of the characteristics of a job. Job design involves determining the specific job tasks and responsibility, the work environment and the methods by which the task will be carried out to meet the goals of operations. Job evaluation determines the size of a job compared with another and the relationship with another and the relationship between the two.

In this chapter we looked at what is job analysis, its importance and method. In the chapter, we also looked at steps of implementing job analysis. Also, we looked at the methods of job analysis, how to perform job analysis and job analysis and employees' effectiveness. We also looked at who can conduct job analysis, timing for job analysis, and the differences between job analysis and evaluation. In the chapter, we also looked at the components of job analysis

We also looked at what is job design, its importance and its strategies. We also looked at the component of job design. Also we looked at what is job evaluation. We also looked the characteristics of evaluation, processes of job evaluation and methods of job evaluation. Also, we looked at the advantages and disadvantages of job evaluation

What is Job Analysis?

According Lucy (2003), job analysis is the process of determining the tasks, skills, abilities and responsibilities of a job. This could be done either through interview, observation, study, questionnaire or experimentation. According to Telsang (2007), it is the practice of

gathering and analyzing details about a particular job such as responsibilities, day-to-day duties hard and soft skills, qualification, education, expected outcomes, interaction, performance standards, working conditions, physical abilities and supervision.

In the same vein, Cole (2010) defines it as the process of understanding the details of a specific job. It is the gathering of information through various methods to understand the functions employees performs, the tools and skills employees need and the results they achieve. Organizations often perform job analysis to ensure the roles they have and the people performing them can help them achieve their goals. It is through proper analysis that organization learns what each person does in their role and identifies any potential gaps.

Characteristics of Job Analysis

- It is an important pre-employment step
- It provide details of a specific job
- Through an effective job analysis, employees understand the expectations of their positions and are appropriately trained and receive fair compensation
- Through job analysis, the necessary tool, skills and abilities are met to achieve desired goals
- The requirement of a job and right hiring decision are done through proper job analysis

Importance of Job Analysis

Some of the benefits of job analysis are as follows:

a. **Realistic Viewing Point:** Job analysis provides a relative view of what employees in a particular role do. It ensures that an employee does the right job that he or she is supposed to do
b. **Process Improvement:** By trying to know what workers are doing, management can identify areas where they need to improve. It looks at the right time to use on a task and their priorities
c. **Self-Reflection:** It provide an opportunity for employee to reflect on their methods of working and this can lead to innovative ideas or change in behaviour

d. **Requirement of Job:** Conducting job analysis provides an overview of the most important requirements of a job
e. **Decision Tool:** A job analysis is a great tool to help organization make a variety of personnel decisions and understand the context of a role within an organization.
f. It gives understanding of the context role of a job. through it ,the organization can be able to:

- Writing job description
- Creating job postings
- Recruiting new employees
- Crafting an employee development plan
- Managing employee performance reviews
- Establishing appropriate compensation
- Career mapping
- Job classification (e.g. exempt vs. non-exempt)
- Succession planning

g. **It is used to determine Job Element:** It collects and analyse the right data for a particular job. It provide information on:

- Job title
- Job level (e.g Assistant, associate, specialist or senior associate)
- Position summary
- Specific job duties
- Work conditions
- Potential work place hazard
- Necessary machinery, equipment and tools
- How the role fits in with your budget

h. **Work Force Planning:** Job analysis help an organization plan for the skills and expertise they need to perform the duties of their role. With detailed results, it can create more accurate job descriptions and recruit talent that better matches its need.
i. **Tool for Performance Management:** It helps organization with data for its regular performance evaluation. Through it, the organization can identify if the employees have the skills and to meet the demands of the role and measure if they meet the desired expectations
j. **Development:** Through job analysis, an organization understands the skills, limitation and knows the development and training need it might implement. This can help employees

develop in their role and prepare for more responsibilities as the grow with the organization

Methods of Job Analysis

There are several methods of performing job analysis. The common ones are:

a. **Observation Method:** This is one of the methods that are used for job analysis. It is the process of taking note, watching and recording the particular worker while he or she carried out his or her assigned task. It is into two types and these are:

- **Direct:** This is when management assigned someone within the organization to carry out the observation. The person must be a senior personnel and a specialist in HRM. The analyst need to be familiar with the job, so they know what to look for and how to describe it
- **Indirect:** In this method, the organization brings the analyst from outside in order to be neutral in the assessment (A departmental manager or senior employee is best suited to perform this method of job analysis)

What are actually observed are:

- The assigned role or task
- Which system do the they use
- What process they follow
- How long the spend on tasks
- How they apply their skills to achieve result
- Who they interact with to complete their jobs

b. **Interview Method:** This is also another method that is used to analysed a job. This is an interaction between the analyst and the workers about their specific role. The analyst asks varieties of questions to determine job duties and necessary skills. The essence of the interview is to find basic things about the job like those that were mention in the observation method. The questions that the analysts do asks are:

- Describe the job in your own words
- What is your job purpose?
- Describe your working conditions
- What do you feel is necessary in terms of education or qualification?

- What special tools, equipment or machines do you use?
- What is the level of accountability spend on X task?

c. Questionnaire Method: The questionnaire job analysis method requires employees to answer a list of questions related to their job. The questionnaires must be detailed to glean as much information as possible. The question should not only be restricted to the employee, others like the employee's manager and others on the team are included to know their perception of the role and identify any gaps between expectations. These questions can include asking employees about how they spend each day, what their priorities are and how they effectively perform their duties.

Types of Questionnaires in Job Analysis

i. Position Analysis Questionnaires (PAQ): This is developed at Purdue University in 1972. PAQ is used to define the duties and responsibilities of a given position. It covers mental processes, work output, relationship with others, job context and job characteristics.

ii. Functional Job Analysis (FJA): FJA was created by United States Department of Labour to perform qualitative analyses. It describes what an employee does, broken down into functions like data, worker instructions, reasoning, people, Math and language

iii. Multipurpose Occupational System Analysis Inventory Close-Ended: MOSAIC is a survey based job analysis tool that collects information from employees to determine the core competencies of role (e.g knowledge, skills, abilities)

iv. Common Metric Questionnaire (CMQ): The CMQ is a 62 question survey that cover five core sections:

- Background
- Contacts
- Physical and mechanical activities
- Decision making
- Work setting

d. Daily Method: The daily method is when an employee create a record daily of the tasks they perform. This can be over a set period of time, like a week, where they detail their activities and

the length of time they spend on each. This can be an objective way to understand how employees spend their time and can identify areas where an employee might shift their attention to more important responsibilities.

e. **Functional Job Analysis Method:** This is a formal method to evaluate a job and capture quantitative results. This means they might combine several other methods to understand everything about the role itself and the person performing them.

   Analysts can identify what the individual and technical limitations are within a role to suggest areas for change. Companies often use the functional job method to create new job descriptions or posting based on what is needed to perform the roles

f. **Job Inventories Method:** Job inventories involve a structured checklist that employees can check off to verify that they are completing certain tasks. This usually comes from a role's job description or management expectation to ensure they are performing certain duties or using certain tools. These checklists can focus on the tasks themselves, the team members or the qualification for each role

g. **Job Performance Method:** This is when an analyst actually performs the role of the employee to understand more about it. This might mean they answer emails, perform physical tasks and interact with colleagues or system to learn what an employee experience. With this firsthand experience, they can determine what some of the issue and requirement are and how companies might properly detail these in a job description

h. **Work Method Analysis:** This job analysis includes time and motion studies to determine how long it will takes to complete action and how many actions the employee can complete during their shift. Organization often use this information to determine how many workers they need to meet production goals

i. **Critical Incident Technique:** The critical incident technique determines what separates good work performance from poor performance. Using this method, analysts interview employees about critical incidents they have experienced on the to determine what specific skills were required to reach a positive outcome

j. **Internal and External Research:** This is the use of varieties of sources to gather information on a particular job postings, performance development plans and employee training materials. It can also be done externally by looking at the job description samples or posting online for the roles the analyst is analyzing to see what other companies are looking for in candidates.

How to Perform a Job Analysis

The following steps are carried out to perform effective job analysis:

a. **Determine the Goal:** The first step is to establish the goal of what is to be analyzed. For example it can be to determine appropriate compensation, update a job description or to recruit potential employees for an open role
b. **Consider which Job you want to Analyze:** This has to do with the specification of what actually is to be analyzed – is it the entire jobs in the organization, certain departments, or a single position. The deciding of what job is to be analyzed will help the analyst to select the right method for the analysis
c. **Selection of the right Job Analysis Method:** This is the act of determining which job analysis method will produce the most useful data to accomplish the desired goals. For example, interview method may not be the right choice if you are hiring for a complete new role in an organization. In this case, external research might be a good choice. If you want to revises a job description, direct observation could be a cost – effective choice. And if you want to classify a certain position, a questionnaire method could help you determine whether a role should be exempted or non-exempted.
d. **Create a Time Line:** Establish a timeline for notifying employees about the analysis, conducting the analysis, reviewing the data and implementing any changes
e. **Prepare your Material:** Prepare any necessary materials for the job analysis like securing a meeting room, purchasing a questionnaire or coming up with interview questions
f. **Complete the Analysis:** Perform the job analysis using best practices you selected. If possible, get input from employees,

supervisors and senior managers to get a more well-rounded and in depth look at the job you are analyzing

g. **Review Job Analysis Results:** This is the assessment of the data to see what the job entails, what skills and qualification are necessary to perform it well and any other relevant information needed to meet your goals
h. **Use the Data:** This is the final stage. At this stage, use the result of the job analysis to establish an updated job description, appropriate compensation, employee development plan or other documents or process.

Job Analysis and Employees' Effectiveness

It is a great tool for improving employees' effectiveness on the job. It can help to improve employee's effectiveness through.

a. **It Reveal where the employee Excels:** Through an appropriate job analysis, the strength and exploit of an employee on a job can be known
b. **It Reveal where there is need for improvement:** Through job analysis, the weakness of an employee are identified and things that do constitutes threat to his or her job are known
c. **It provides information for Performance Improvement Plan:** Through job analysis, information about a job are gathered for organizational plans
d. Increased Performance of an Employee: It helps to increase and improve the performance of an employee. Through it, what are stumbling blocks are identified and eliminated
e. **It can lead to job satisfaction:** Job analysis makes the job to be interesting to the employee. It specify what should be done, issues existing and define how the job will suit the employee
f. **If provide details and requirement for the Job:** Through job analysis, the right skills, tools and capabilities are matched with the job.

Who Conduct Job Analysis?

a. **In-House**

- HR Representatives
- Departmental Supervisors
- Departmental Head
-

b. Consultants

- Firms specialized in job analysis
- Professional HRM
- Chartered HRM
- University resources specializing in HRM, Public Administration, business Administration, Industrial Relations, etc.

Timing for Job Analysis

There is no specific time that an organisation needs to complete job analysis. It varies and depends on needs:

- Some companies or organisation runs it once in a year to adjust job titles, descriptions, compensation or other elements
- Some incorporate it as part of the performance review process
- Some organisations do it prior to creating a job posting

Differences between Job Analysis and Job Evaluation

a. Areas of Commonality

- They are all functions of HRM
- Their essence is to improve performance
- They are tools that organisations used to achieve its goals
- They all promote organizational efficiency

Their differences can be seen in the table below

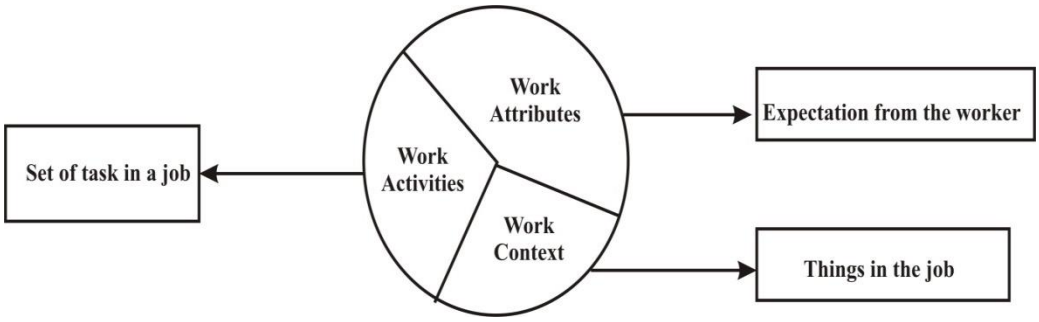
	Job Analysis	Job Evaluation
Meaning	It involves gathering facts and detail about a specific job	It focused on comparing one role to another to determine which job are most important
Objective	It help an organization on how to convert descriptions, hire the right workers and train its team	It priorities job, identify appropriate salaries and remove wage disparities
Scope	It is broad	It is narrow
Orientation	Planning tool	Control tool

Component of Job Analysis

There are 3 components of job analysis that employer uses to inform their hiring decisions. These are:

a. **Work activities:** These are set of activities that are embodied in a job. What are the ranges of thing to be done and not to be done in a certain activities? It differentiates one task from the others.
b. **Workers attribute:** These are the things that are expected from the personnel handling the task. It looks at things like qualification, skills, capabilities, abilities, commitment, etc.
c. **Work Context:** This has to do with those things that are required in a particular task. It looks at a particular task and things that expected from it.

Components of Job Analysis



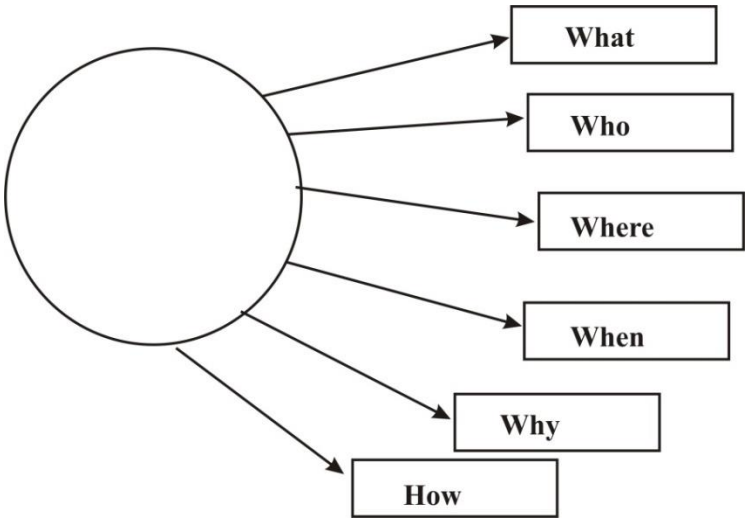
What is Job Design?

According to Cole and Kelly (2003), job design is the process of determining the specific job tasks and responsibilities, the work environment and methods by which the task will be carried out to meet the goals of operation. Before employees are hired, it is important to undertake a thorough analysis of the organization to determine the number of positions that exist in the enterprise. Job can be carried at any stage. It can be done when developing new jobs or adding responsibilities to existing jobs.

According to Nwachukwu (2007), job design is the specification of the content, methods and relationships of job in order to satisfy technological and organizational requirements as well as the social and personal requirements of the job holder. He went further to state that a good job design should have (a) work content (b) method content (c) Organization content and (d) Personal. The definition focused on only content, the job and the job holder. The satisfaction of the employee on the job is not ignored.

Telsang (2010) defined job design as the function of specifying the work activities of an individual or group in an organizational setting. The objective of the job design is to develop job structure that meet the requirement of the organization and its technology and that satisfies the individual requirement. He went further to list the various decision involved in job design as – what, who, where, when, why and how

Decisions in Job Design



The definition talks about content of the job, work requirement and personal needs of the holder. The only flaw in the definition is its lack of incorporation of employees' engagement and satisfaction.

According to Cleg (1998:262):

> Jobs are created by people for people whether deliberately or by default, choices are made about which task to group together to

form a job, the extent to which job holders should follow, prescribed procedures in completing these tasks, how closely the job incumbent will be supervised and numerous other aspects of the work. Such choices are the essence of job design.

From the foregoing definitions, it can be deduced that job design is a process that organization use to create a new job or add duties to an existing job. This allows organization to move easily its goals by having more employees perform more tasks within the organization. Job design may involve developing a new position or simply adjusting the set of tasks that a current position encompasses. It essentially entails integrating necessary duties and qualification to perform a particular task for increased value and maximized performance.

Characteristics of Job Design

a. Job design causes change in the task to be done
- In job relationship
- In supervised relationship
- In the pattern of working group
- In training
- In skill requirement, etc.

b. When work is designed effectively, the individual can benefit from more challenging and satisfying tasks and the organization benefit from improved productivity. Poor design and organization may result in:
- Stress tension
- Low motivation
- Reduced productivity

c. Job design happens within the context of work and organization design

Factors that influences Job Design

Several scholars have come up with several factors that influence job design in an organization. According to Telsang (2009), these factors are:
- Workers concern and responsibility for quality – concept of quality at source or self-certification concept

- Multiskilling of workers
- Workers involvement in designing and organizing work
- Extensive use of temporary or contract labour
- Education of work force and ability to take challenge
- Automation of heavy and
- Hazardous work

The U.S.A department of employment and learning has suggested that the following factors are important if a job is to satisfy human needs:

- Every job should have some goal to aim for and the job-holders role should be made clear
- There should be a degree of autonomy over the way tasks are to be achieved and people should be responsible for their own work and the resources used
- There should be an element of variety in the job with a minimum of repetition and where possible, the job should enable the completion of a complete item or cycle
- There should be some arrangement for providing job-holders with feedback on their performance
- The job should be arranged to provide some social contact
- There should be opportunities to learn and to extend the job-holders knowledge and skills

According to Armstrong, the factors that affect job design are:

a. The Characteristics of Job: There are 3 fundamental characteristics shared by all jobs and these are:

i. Job Range: The number of operations a job holder performs to complete a task

ii. Job Depth: The amount of discretion a job holder has to decide job activities and job outcomes

iii. Job Relationship: The interpersonal relationship between job-holders and their managers and co-workers

b. Task Structure: Job design requires the assembly of a number of tasks into a job or a group of jobs. A worker may carry out one main task that consists of a number of related functions or elements. Task structure define all that is expected from a task and how it can be accomplished

c. The Process of Intrinsic Motivation: Employees are motivated when they are provided with the means to achieve

their goals. A good job or a job is properly designed to provide intrinsic reward related to:

- Achievement
- Responsibility
- Opportunities to use and developed skill that are more under the control of the worker

d. The Job Characteristics Model: The core job characteristics are:

i. Skill Variety: This is the degree to which a job requires an employee to perform activities that challenge his or her skills and abilities

ii. Task Identity: This is the degree to which the job requires completion of an identifiable piece of work

iii. Task Significance: This is the degree to which the job outcome has a substantial impact on others

iv. Autonomy: This is the degree to which the job gives an employee freedom and discretion in scheduling work and determining how it is performed

v. Feedback: This is the degree to which an employee gets information about the effectiveness of his or her efforts – with particular emphasis on feedback directly related to the work itself rather than from a third party

If the design of a job satisfied the core job characteristics, the employee would perceive that the work was worthwhile and would feel responsible for the work and would know if the work had been completed satisfactorily.

e. The Implications of Group Activities: No job should never be considered in isolation. All workers belong to one formal and informal group or the other. The interrelationship that exists in such groups should be considered when looking at the content of an individual job or task.

Approaches of Job Design

The approaches of job design are:

a. Socio-Technical Approach: It emphasis on both the technical and social variables in relation to job design. It incorporate the following job design principles:

- **Task Variety:** The optimal variety within each job
- **Skill Variety:** Number of skills required to accomplish a particular task
- **Feedback:** A means for informing employees regarding their achievement
- **Task Identity:** A particular set of tasks by some clear boundary
- **Task Autonomy:** This is the degree of control workers exercised on their work

b. Degree of Labour Specialization

c. Job Enrichment: This entails adjusting a specialized job to make it more interesting to the job holder. A job that is properly design is interesting to the worker

d. Physical Consideration in Job Design: These are:

- **The Work Physiology:** This incorporate the cost of moderate to heavy work in job design. It set work rest cycles according to energy expended in various parts of the job
- **Ergonomics:** This a term used to describe the study of physical arrangement of the workspace together with the tools used to perform the task. In ergonomics, attempt is made to fit the work to the body rather than forcing the body to conform to the work
- **Work Method:** The principal approach to the study of work method is the construction of charts such as:
  - Operation process chart
  - Flow process chart
  - Man machine chart
  - Multiple activity chart with time study and standard time date

The choice of charting method depends on tasks activity

Benefits of Job Design

Some of the gains of job design to an organization are:

- **Align Activities with Employees:** Successful job design can help align both task and employee values. This can result in decreased turnover and also helps to promote increased productivity
- **Secure a Competitive Advantage:** The expectations and the landscape for work are over evolving and regular job design allows organizations to stay up to date on these changes to attract top talent. It also give current employees the chance to

succeed in their positions and enhances their overall competencies

- **Increase Employee Motivation:** Role and tasks constructed in a well-designed manner can help increase motivation on the job and also lessen job duty confusion
- **Task Pacing:** This helps employees stay on task and complete duties on time
- **Job Enlargement:** This means adding mere task to a job to help the job expand into a broader position that covers more duties
- **Repetitiveness:** Job design make sure task are not repetitive and this keep the worker motivated
- **Define Work Process:** It help workers to be aware of the details of their work process; work is specified and workers have direction
- **Good Communication Process:** Job design creates a clear and effective communication process throughout the organization. The channels, paths and tools are specifically defined

Strategies of Job Design

The strategies are:

a. **Job Rotation:** This is when the organization moves between jobs. It is the moving of a person from one job or task to another, in an attempt to add variety and help remove boredom. It may also give the individual a holistic view of the organization's activities and be used as a form of training
b. **Job Enrichment:** This is the process of vertically increasing the responsibilities of a job, by the addition of motivators e.g. more discretion, improved job interest etc. It is the process of increasing the scope, challenge and breadth of a task. It is vertical extension of job responsibilities so that the job-holder has a more rounded job. It is a reaction to the industrial engineering approach to work with its emphasis on the micro-division of labour.
c. **Job Enlargement:** This is the horizontal increasing of job responsibility, i.e. by the addition of task of a similar nature to be distinguished from job enrichment. It is done by adding tasks of the same type and level but without adding more responsibility or

needing more skills. This approach does increase variety and there is some evidence that the process may increase morale and productivity. However, there are limits to the extent that job enlargement will increase motivation.

d. **Job Simplification:** It is a job design based on a minimization of the range of tasks into the smallest convenient size to make the job efficient and cost effective. It is when management removes tasks rather than adding them. Job simplification narrows a role to a specific task or set of tasks.
e. **Duty Allocation:** This is when an organization creates a team or group of departments, with each having a specific role. It is the process of splitting up tasks that each department has specific skills in to ensure that they achieve the goal of an organization.
f. **Job Crafting:** This occurs when employees obtain additional responsibilities in their role over time. This could include the type of duties they are responsible for, the scope of the duties and whether new duties increase interaction with other employees or departments. For example, a data programmer performing coding task that is aligned with their current work.
g. **Job Description:** This is a statement of the overall purpose and scope of a job together with details of its tasks and duties.
h. **Autonomous Work Groups:** This are self-organized work groups which are held responsible for the rate of quality of their output. Within the group, the employees are multi-skilled and accept full responsibility for the deployment of group members and for the designated task in terms of quality and output.
i. **Participation:** This is the sharing of decision making between manager and managed. The criteria for effective participation are:

- The managers must genuinely want participation and not indulge in it because they feel they ought to
- The invitation to employee to participate must be genuine
- The decision must be worth the time and effort of all concerned

Where these conditions are met, participation will tend to result in increased commitment.

j. **Delegation:** This is the process by which managers transfer part of their own authority to a subordinate so that the subordinate can carry out some task. The responsibility for the task remains with the manager and is not delegated true delegation is

delegation with trust and the minimum of necessary controls. The guideline for effective delegation are:

- The area of trust for each individual must be clearly defined and the individual must be allowed full control within the defined limits
- There should be control of result not means

Job Evaluation

A job evaluation is the name that is given to set of methods designed to compare jobs systematically with a view to assessing their relative worth. According to ACAS (2010), job evaluation is a method of determining on a systematic basis, the relative importance of number of different jobs; a way of gathering a hierarchy of jobs on which to base a grading structure. According to Cole and Kelly (2003), it is a process of deciding the relative importance of some or all of the different jobs within an organization.

According to Ngu (2007), job evaluation is a systematic process of analyzing job contents with a view to fixing them in a universally accepted rank order, which can then be used for determining monetary values of jobs. Job evaluation is a distinct phenomenon and is different from job analysis. Job evaluation is the name given to a set of methods designed to compare jobs systematically with a view to assessing their relative worth. It is the common method that is used to compare the relative values of different jobs in order to provide the basis for rational pay structure.

Characteristics of Job Evaluation

The basic characteristics of job evaluation are as follows:

- It deals in relative positions, not in absolutes
- It assesses jobs and not the individuals in them
- It is usually carried out by groups
- Committees utilize concepts such as logic, fairness and consistency in their assessment of jobs
- It incorporates some element of subjective judgment

- Job evaluation by itself cannot determine pay scales or pay levels; it can only provide the basic data on which decision about pay can be taken

Job Evaluation Process

The processes involved in job evaluation are:

a. **Determination of the job to be Included:** This is the first process of job evaluation. At this stage, the jobs to be evaluated are determined; they are listed.
b. **Determination of the Person to be involved:** This is the second process of job evaluation. At this stage, who are to be involved in the project and be part of the job evaluation committee. Who to be involved, their roles and the committee constituted are stated at this level.
c. **Gathering of Data:** This is the third stage in job evaluation. At this stage, all the necessary information are collected. This can be done through:
   - Interview with job holders
   - Questionnaires
   - Job description etc.
d. **Evaluate the Job:** At this stage, evaluation panel is formed to evaluate the information collected. At this stage, job descriptions are compared with factor plans and level is allocated to appropriate factor. The factor plan is the agreed criteria for evaluating the relative importance of a job. Job characteristics such as skill, responsibility, working conditions and effect are typically broken down into a list of factors. For example, responsibility might include the following factors: safety of others, contact with others, and supervision of others- a number of levels is then established for each factor.
e. **Check Evaluation:** At this stage, use bench marks or indicative job to check evaluation
f. **Assign Pay to the Job:** Apply the outcomes of job evaluation and create the hierarchy of jobs grades and job families
g. **Appeals:** It at this stage, how to change appeals are determine
h. **Determination of Worker that would be affected:** At this stage, how to deal with employees who move to a lower grade

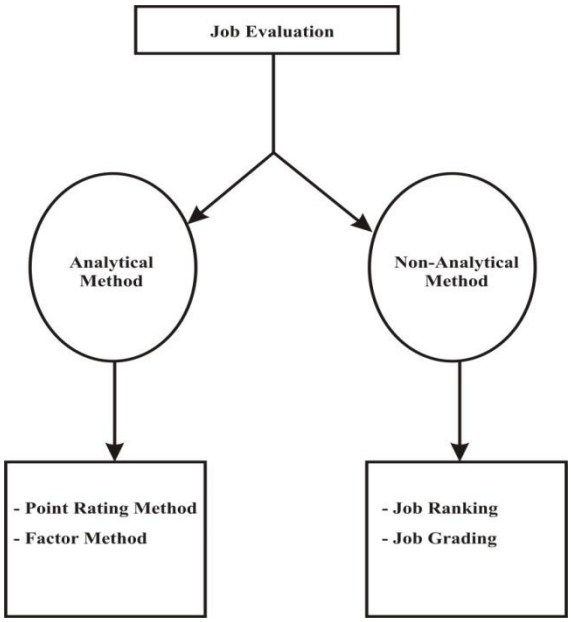
after evaluation are determine (in some organization) their pay is protected.

i. **Implementation of the Scheme:** It is at this stage, the organization apply the new grading structure and acting on legal advice, determine whether employees will be paid retrospectively from a specified date.
j. **Maintenance:** Once established, the scheme will need to be maintained effectively. Established the criteria to be used to trigger re-evaluation (re-evaluation may be trigged by permanent changes to duties though the process may typically be undertaken every ten years or so).

Methods of Job Evaluation

Basically we have two methods of job evaluation and these are

a. Analytical method
b. Non-Analytical method



a. Analytical Methods: This is a method of job evaluation which involves assessing the worth of a job by dividing it into factors. It break job down into their component tasks (use job description, etc.) responsibilities and other factors, and assess the jobs factor by factor, sometimes allocating points for each factors and sometimes allocating, monetary sum to them.

The types of Analytical Methods are:

i. **Factor comparison:** This is a method in which monetary sums are allocated to the factors. It is not commonly used nowadays. It is based on the selection of a number of quantitative requirements. The factors that are usually assessed are:
   - Skills (physical and mental)
   - Responsibility (people, work and asset)
   - Effort
   - Working conditions

Skill	Responsibility/Decision Making	Effort	Working condition
▪ **Education and training required** ▪ **Experience** ▪ **Initiative and creativity**	▪ Complexity of work ▪ Supervising work of other ▪ Equipment or process ▪ Material or product	▪ Mental demand for the job ▪ Physical demand for the job	▪ Pressures in the job ▪ Difficult or hazardous conditions

Factor comparison system has the following stages

- Selection of job factor
- Selection of key jobs
- Placing of key job under each factor
- Determination of correct ratio of key jobs
- Establishment of the factor comparison scale and adding supplementary jobs
- Evaluation of the remaining jobs by the scale

Conditions to be considered

- Each factor selected should be one of the basic significance for most job. It should be clearly defined in order to ensure uniform interpretation by the rating committee member.
- A minimum of 10 and a maximum of 25 key jobs are usually considered for the exercise. They should be a good cross section or all jobs in the office or plant or representing as many departments

- ✓ Should represent all levels of pay from the highest to the lowest
- ✓ They must be very stable well known job
- ✓ Each job must be briefly described
- Each committee member should then study and make independent ranking of the key job under each factor.

Table: Job Factor Ranking Table (Skills)

Key Job	**Committee**					
Title	Member (1^{st})	Member (2^{nd})	Mgt (1^{st})	Mgt (2^{nd})	Consultation	Average
Job A	2	1	2	1	2	1.3
Jab B	2	2	4	3	5	3.2
Job C	2	3	3	4	3	3.0
Job D	1	2	2	1	1	1.2

When all ranking have been completed, the result should be averaged

b. Non-Analytical Method: These are the simple but crude method. It does not base its estimate on quantitative principle.

The basic types of the non-analytical methods are:

i. Job Ranking: It is a job evaluation scheme based on job descriptions. In this method, basic descriptions are written for a representative sample of jobs in the total population and evaluators compare the descriptive and make an initial ranking of the jobs in order of perceived importance. The advantage of this method lies in its simplicity and its main disadvantage is high degree of subjectivity.

ii. Job Grading/Job Classification: It is a scheme based on an organizations hierarchy of job grading. In this method, the usual procedure is reversed. For job grading, pays are worked out first, then the broad characteristics of each grade are defined (e.g in terms of knowledge, skill, etc., expected for each grade). A representative sample of jobs known as benchmark job is selected as typical of each grade, full job descriptions are written for these jobs, then the remaining jobs (usually written up in outline) are then compared with the benchmark allocated to the appropriate grade. It is simple to operate but it relies heavily on credibility of the initial salary

grades and does not permit sufficient distinctions to be made between jobs.

S/N	Analytical Method	Non Analytical Method
1.	Conventional	Crude
2.	Use quantitative reason	Purely qualitative
3.	Scientific	Subjective
4.	Complex to operate	Simple to operate
5.	Use different criteria	Base on job description

Average Wage Ranking by Factor

Key job	Skill	Responsibility	Working condition	Average
Job A	1	1	4	2
Job B	2	1	6	3
Job C	3	3	6	4
Job D	2	3	4	3

After the computation and determination of average, the job can be ranked from the average wage, job C should come first.

iii. Point Ranking Method: In this method, points are allocated to job factors. It is the method of numerically evaluating jobs by the detailed analysis of component job factors. Each factor is defined and is given range of point values, so that every job can be assessed numerically within the established range.

In evaluating manual jobs, a greater weighting may be given to factors such as effort and working conditions, whereas in evaluating white collar jobs, the greater weighting will tend to be given to skill and responsibility. An example of a possible points rating matrix for the evaluation of manual job is shown in a simplified form in the table below. In terms of degree of each factor, 1 represents a minor requirement in the job, whilst 8 represent a major requirement. The matrix is the table weights the points in favour of the skill factors, physical effort and noisy/dirty conditions.

Table 2: Manual Jobs – points Rating Matrix

Job Factor		Degree							
		1	2	3	4	5	6	7	8
	Skill								
1.	Education	15	30	45	60	75	90	-	-
2.	Experience	20	40	60	80	90	100		
3.	Initiatives	15	30	45	60	75	90	105	120
	Effort								
4.	Physical	10	20	30	40	50			
5.	Mental	5	10	15	20	25	30	35	40
	Responsibility								
6.	Supervisor	5	5	10	15	25	30	35	40
7.	Equipment	5	5	10	15	20	25		
8.	Safety	5	10	15	20	25			
	Working condition								
9.	Hazard	5	10	15	20	25			
10.	Noise/Dirt	10	20	30	40	50			

Advantages of Job Evaluation

Some of the benefits of job evaluation are as follows:

- It provides a rational basis for devising or improving and grading structure
- It provides a rational and defensible basis on how pay should be determined
- It makes both management and employee to think of jobs in terms of key component
- It has sent away the traditional arrangement of pay and job grading
- It provides basis for equitable salary structure
- Through it, workers are paid based on job not the incumbent
- It separate job values from market values
- It looks at the entire content of a job and rate them base on their values

Disadvantages of Job Evaluation

Some of the disadvantages of Job Evaluations are as follows:

- The implementation of even quite simple methods can be costly and time consuming

- Despite the introduction of analytical methods, subjective influences cannot be ruled out
- The basis of evaluation is on the content of the job; it is unable to link the pays with labour market value
- Its basis is the job and not the worker

Job Grading Definition

Grade level	Work Scope	Independent Judgment
01	Simple and Routine	No Latitude
02	Routine	Limited Latitude
03	Some What Difficult	Limited Latitude
05	Moderate Difficult	To some extent
06	Difficult	Relative
08	More difficult than the former	Limitedly fixed
12	Complex	To a considerable extent
14	Very complex	There is latitude
16	More complex	Higher latitude
17	Exceptional and usual	Greater latitude

Conclusion

In this chapter, we looked at different ways of structuring a job. We looked at job analysis; its features, its benefits, its processes and many more. We also looked at job design, it features, process, methods, benefits, among many others. Also we looked at what is job evaluation. In the chapter also, we looked at the processes and methods of job evaluation, its benefits and disadvantages.

Revision Question

a. Explain what is meant by job analysis? Discuss the benefits of job analysis
b. What are the method of job analysis
c. How can job analysis be carried out? How does it improve employees effectiveness
d. In a table differentiate between job analysis and job evaluation

e. Explain what is meant by job design
f. Discuss those factors that influences job design
g. List the strategies of job design
h. List and discuss the approaches of job design
i. What is meant job evaluation
j. Describe the main activities undertaken as part of the job evaluation process
k. Contrast job evaluation methods

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Chapter Fourteen (14)

Pension and Pension Administration in Nigeria

Introduction

Pension and pension administration is one of the essential component of human resource management. It is a fixed amount of money paid regularly to somebody during retirement by government, a former employee or an insurance company.

This chapter looked at what is pension, classification of pension and issues associated with pension and pension administration. The chapter also looked at the pension's reform in Nigeria – National provident fund (NPF), Nigeria Social Insurance Trust Fund, Contributory Pension Scheme, etc. The chapter also looked at pension administration, pension custodian and pension laws in Nigeria.

What is Pension?

The word pension originated from the Latin word "pens" and it denote a secure, stable and preset amount of money paid regularly to a former worker that has retired or after retirement and is paid by government, former employer or an insurance company. It is a regular sum of paid that is regularly paid as a reward for service by a former employer.

A pension is a contract for a fixed sum to be paid regularly to a pensioner, typically following retirement from service. It is a payment that an individual receives upon retirement. In a similar direction, Adams (2005) defines a pension as the sum that an

employer or government pays to a worker who has worked for a set amount of time and is deemed too old or sick to continue working or who has reached the legal retirement age. It is paid to the retired worker until his or her death. Pension is paid from a portion of earning of the worker from their working years.

According Johnson (2023), Pension is an earned income which a retired officer is being paid and it is from the shared contributions of the employer and the retired worker. From the foregoing definition, it can be inferred that pension is money paid under given condition to a person following retirement or to serving dependents.

Classifications of Pension

Pension is classified as follows:

a. **Retirement Pension:** This is a kind of pension that is given to a worker who is allowed to leave the work after serving for a predetermined amount of time. It is relative; it varies with countries and profession. In some country, it is 60 and in some profession is 65 and in some 70. Beside this, there is length of time and is mostly 30 to 35 years.
b. **Compensatory:** This is a type of pension that is given to a worker whose position has been eliminated or the employer found them unfit or not suitable to the job.
c. **Superannuating Pension:** This is like the retirement pension. In this, length or period of year is not a determiner, what is considered were specified age as it is defined in the condition of service.
d. **Compassionate Allowance:** This is a type in which the pension is not admissible or allowed due to the public servants removal from service for misconduct or incompetence.

An Overview of Pension Scheme in Nigeria

There were several pension schemes in Nigeria and the notable ones are:

a. **Pension Ordinance of 1949:** This is the first pension legislation in Nigeria and it was enacted in 1951 by the then colonial government. It was known as the pension ordinance and was design primarily for colonial officers that were deployed from

one post to another in the vast British Empire. The primary aim of the pension scheme was to facilitate continuity of service wherever they were deployed to serve. The scheme had a minimum coverage, only few Nigerians who were opportune to work with the colonial government benefited from the scheme.

b. **The National Provident Fund (NPF) Scheme**: This is also one of the pension schemes in Nigeria. It came into being in 1961 by an act of parliament. The essence of the scheme was to provide income loss protection for employees as required by the international labour organization (ILO) and the Social Security (minimum standards) Convention 102 of 1952. The NPF scheme covered only employees in the private sector. In the scheme, the monthly total amount of ₦8 is to be contributed by the employee's basic salary. The NPF scheme was later converted to a limited social insurance scheme established by Decree No.73 of 1993 and was administered by the Nigerian social insurance trust fund (NSITF).
c. **Nigerian Social Insurance Trust Fund (NSITF):** This is also one of the pension schemes in Nigeria. It was a defined benefits scheme covering employees in the private sector working for organization with a minimum work force of 5 employees. It also catered for employees in the private sector with respect to loss of employment, income in old age, invalidity or dead. The initial monthly contribution of a member was 7.5% of basic salary shared in the proportion of 2.5% by the employee and 5% by the employer. It was later revised in 2002 to 10% of gross salary (comprising basic salary, transport and housing allowance) shared in the proportion of pension to salaries increased from 16.7% to 30% between 1995 and 1999.
d. **The Local Government Pension Scheme:** This was established by the military fiat in 1977 and its essence was to carter for the welfare for retired local government employees.
e. **The Civil Service Pension Scheme:** This is also another pension scheme in Nigeria. It was established by the basic pension Decree 102 of 1979. In the scheme, the office of establishment and pension acts as the trustee and also constitutes the rules of the scheme. The scheme was for all public servants except those who were on temporary or contract employment. The compulsory retirement age for such workers

was 60 years for both male and female workers except for high court judges that were 65years, 70years for justices of the court of appeal and the supreme-court.

f. **Armed Forces Pension Scheme:** The armed forces pension scheme was created through Decree 103 of 1979 with retroactive effect from April 1974 which was followed by the armed forces pension act No.103.

g. **The Local Government Edit:** The local government pension edit paved way to the establishment of the local government staff pension board in 1987.

h. **The Police and Other Government Agencies Pension Scheme:** The police and other government agencies pension scheme were under Decree No: 75 of 1993 which took retroactive effect from 1990. At this time, all government parastatal and agencies directly funded by the treasury had a unified pension scheme and it was managed by insurance companies. Many of the insurance companies were unable to honour their pension obligations.

The Decree remained the operative law on public servants and military pension in Nigeria until June 2004. There were several government circulars and regulations issued to amend some by the provision. For example in 1992, the qualifying period for gratuity was reduced from ten to five years while for pension; it was reduced from 20 to 15years.

i. The Contributing Pension Scheme (CPS): The contributory pension scheme is a pension scheme in which both the employer and the employee contribute a portion of an employee's pension at retirement. The CPS was established in June by the Pension Reform Act (PRA) 2004, which was repeated and re-enacted in July 2014. The primary aim of CPS is to ensure that every person that worked in either the public or private sectors in Nigeria, including the self-employed persons, receives his/her retirement benefits as at when due with the minimum rate of contribution at 18% of the employee's monthly emoluments where 10% is contributed by the employer and 8% is contributed by the employee. In the scheme, the employer can decide to bear the full responsibility of the contribution provided it is not less than 18% of the monthly emoluments of the employee.

Challenges of Pension Management in Nigeria

Some of the challenges that affect pension management in Nigeria are as follows:

a. **Poor Record Keeping:** Poor record keeping is one of the problems that affect the management of pension in Nigeria. Many of the pension departments at the federal, state and the local government levels do not have up to date record of retirees when they are living or dead. This menace makes it impossible for them to determine their actual pension benefit obligation at any particular time.
b. **Ghost Workers Syndrome:** This is also one of the challenges of pension management in Nigeria. The delay and improper verification of records over time has led to situations where several narrow and identities that are not formally recruited into the service are imputed. This act is mostly done by corrupt officials who work at the pension units or board and it undermine the ability of the manager and the state to pay benefits in the future.
c. **Low Quality of Manpower:** This is one of the issues with pension department. Many of the staff has little knowledge of how pension is to be managed and most at times, some of the members of the board of trustees of government parastatal are hardly conversant with the basic knowledge of pension scheme administration.
d. **Problem of Valuation of the Scheme:** The pension scheme in the Nigerian public section has never at any level been subjected to any actuarial valuation. This explains why it is almost impossible to measure it current status, exact amount needed to meet all pension obligation, growth rate of membership and the level of funding required to sustain this and future prospect of the scheme.
e. **Problem of Indexation of Pension Benefit:** Most of the revision schemes in Nigeria are not indexed to reflect present economic realities. It is only some few states and some of the schemes that harmonize it. A pensioner receiving 10,000 will continue to receive 10,000 till death.
f. **Pension Embezzlement:** The fund that is meant to pay pensioners is sometimes stolen or embezzled. There are several

cases of pension scam, diversion and abuse in Nigeria. In 2012, EFCC confiscated asset of 31 individual totaling over 4.56 billion from pension fraud.

g. Miscellaneous:

- Government delay in releasing payment
- Bureaucratic obstacles in the processing of retirement document
- Pension fund theft

Pension Fund Administration (PFA) and Pension Fund Custodian (PFC)

a. Pension Fund Administration (PFA): PFAs are private limited liability companies licensed to manage pension fund. The perform some of the following functions:

- Open retirement Savings Account (RSA) for each employee with a personal identity number (PIN)
- Invest and manage pension funds and assist in accordance with the act
- Provide regular information or investment strategy, market returns and other performance indicators to the pensioners and employers or beneficiaries of RSA
- Provide customer care service, support to employee's account including assess to employee's account balance and statement on demand and pay retirement benefits to account holders.

b. Pension Fund Custodian: A pension fund custodian is a bank that is licensed to hold the pension fund assets. It receives the total contribution remitted by an employer on behalf of the PFA in respect of an employee.

Functions of the PFC

Some of the functions of the PFC are as follows:

- Notify the PFA within 24 hours of the receipt of the contribution
- Hold pension funds and assets in safe custody on trust for the employee and beneficiaries of PSA
- Settle transaction and undertake investment including the collection of dividends and related activities
- Undertake statistical analysis on the investment with respect to pension fund in its custody and provide detailed information on the PFA and PENCOM, as well as executive in favour or in relation to the investment.

Pension Terminologies

- **Pension Plan:** This is an employee benefit that commits the employer to make regular payments to the employee in retirement. It differs with organizations and countries.
- **Pension Scheme:** It is a system for saving money for retirement
- **Pension Fund:** This is also known as superannuation fund. It is any programme, fund or scheme which provides retirement income.
- **Annuity:** Is a contract between an employee and insurance company that requires the insurer to make payment to the employee either immediately or in the future.
- **Lump sum:** This is an amount of money that is paid as a large amount on a single occasion rather than as smaller amount on separate occasion.
- **Gratuity:** This is a financial component offered by an employer to an employee in recognition of his/her service rendered to an organization. It is only given to employees who have served the organization for reasonable period of time. The period varies with organization.
- **Pension Reversion:** This is the claiming of pension fund excess. The closing down of a pension plan by a company in order to claim surplus assets.
- **Pensionable:** This is a person entitled to receive pension or relating to such entitlement
- **Pensioner:** This is a recipient of a pension, especially somebody who has retired from work.

History of Pension Reforms and Laws in Nigeria

There were several reforms on how pension should be managed in Nigeria. Some of the reforms were what lead to the several schemes. The essence of the reforms and the schemes were to improve how pension is being managed in the country.

The first ordinance was the 1949 ordinance which was established to facilitate continuity of services to employees of the colonial government wherever they are deployed to serve.

The National Provident Fund Act came into operation in 1961. The NPF Act provides for income loss protection as it is required by the International Labour Organization (ILO) and covered only the employees in the private sector.

In 1977, the military fiat by the Obasanjo administration gave rise to the establishment of Local Government pension scheme. The essence of the scheme was to provide pension for the employees at the local government level. The scheme was further strengthened by the Local Government Pension Edit of 1987.

In 1979, Decree 103 of 1979 gave rise to the establishment of armed forces pension scheme. In 1985, the pension rights of judges Decree No.5 of 1985 gave right to pension right of judges. In the same year, the Civil Service Pension Scheme was established by the Basic Pension Decree 102 of 1979. It was the Act that defines the age of retirement for Public officers.

In 1993, there were several laws on pension administration in Nigeria. The Nigerian Social Insurance Trust Fund was established via Decree No.73 of 1993. The Act and the scheme catered for employees in the private sector with respect to loss of employment, income in old age and death. In the same year, Decree No.75 of 1993 also made provision for the establishment of Police and Other Government Agencies Pension Scheme to take care of the entire police force and other agencies of government. In the same year, Personal Income Tax Decree of 1993 came into effect and the Decree empowered – the Securities and Exchange Commission (SEC), National Insurance Commission (NAICOM) and Join Tax Board (JTB) to regulate pension related activities. JTB oversees all private pension plans. Fund managers were to be licensed by SEC while insurance companies were licensed by NAICOM.

In 2004, the Pension Reform Act of 2004 was enacted to take care of workers in both the public and private sector. The Act made provision for an Apex regulating agency Pension Commission (PENCOM) to monitor and control deduction, administration and custody of pension funds and to ensure prompt payment to beneficiaries.

In 2014, the Pension Reform Act of 2014 was enacted and Act aimed at addressing the associate problems of the old pension systems. It also established a uniform pension system for both the

public and private sectors and also provides the room for a contributory pension scheme; where both the employees and employers are to contribute a minimum of 8% and 10% of the employees' basic salary respectively.

National Pension Commission (PENCOM)

The new pension reform of 2014 made provision for the establishment of National Pension Commission. The Act defines the commission as:

- A body, corporate with perpetual succession and a common zeal
- May sue and be sued in its corporate name
- The commission may acquire, hold or dispose of moveable or immoveable property for the purpose of its functions.

Membership

The membership of the commission shall comprise of the following:

a. A chairman, who shall possess a university degree and equivalence of less than 20years working experience
b. A Director General who shall be a profession and possess not less than 20years cognate experiences
c. Four full time commissioners who shall possess professional and cognate experience in investment, insurance, Actuarial science, Accounting, business administration and other related discipline
d. The part time members are:
    - Representative of Head of Service of the Federation
    - The Federal Ministry of Finance
    - Nigerian Union of Labour Congress
    - Nigerian Employer Consultative Association
    - The Central Bank of Nigeria
    - Representative of SEC
    - Department in the NPC

The act also stipulates that there shall be four organized department of the commission and these are:

- Technical
- Administration
- Inspectorate
- Finance and
- Investment

The departments are headed by the four commissioners. The chairman, the director-general and the commissioners shall be appointed by the president; one each from the six (6) geo-political zones of the country subject to the confirmation of the senate.

The tenure of the office of the chairman, director-general and the 4 commissions shall be four years and may be re-appointed for another tenure

Functions of the National Pension Commission

The commission performs the following responsibilities:

- Regulation and supervision of a scheme
- Issuance of guideline for the investment of pension fund
- Approval, licensing, regulation and supervision of pension fund
- Establishment of standard rules, regulation and guidelines for the management of the pension boards
- Ensuring maintenance of a national data bank on all pension matters
- Carrying out public awareness and education on the establishment and the management of the scheme
- Promotion of capacity building and institutional strengthening of pension administrators and custodians
- Receiving and investigating complaints of impropriety leveled again any pension fund administrator, custodian, employer or any of their staff or agents.

Conclusion

A pension is a retirement pay and it is fixed and paid regularly to former employee after retirement by government, former employer or an insurance company. In this work, we looked at what is a pension, its features and classifications. We also looked at the various pension schemes in Nigeria and some of challenges associated with pension administration in Nigeria. Also in the chapter, we looked at what is pension custodian, pension administration and National Pension Commission (its roles and functions). We also looked at those laws that govern pension administration in Nigeria.

Revision Questions

1. What is pension? Discuss the various classifications of pension we have
2. Discuss the history of pension laws in Nigeria
3. Write short not on the following:
a. Gratuity
b. Annuity
c. Pension plan
4. Discuss the functions of National Pension Commission in Nigeria
5. Write short note on the following:
a. Pension Administration
b. Pension Custodian
c. Lump sum
6. What are those issues that affect pension management in Nigeria?
7. Provide an historical overview of pension scheme in Nigeria

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Chapter Fifteen (15)

PRODUCTIVITY IN AN ORGANIZATION

Introduction

Productivity is the rate at which goods and services are produces in relation to the amount of materials, employees and resources needed. The concept has several meaning and users with different perception on what it entails. In this chapter, we looked at the concept of productivity, its expectations and its component.

In the chapter, we looked at the types of productivity, how it can be measured and its models. Also, we looked at the techniques, determiners and salutary effect of productivity. We also looked at how productivity can be developed in a team, efficiency and effectiveness in an organization

What is Productivity?

Productivity has now becomes an everyday word. It is crucial to the economic progress of the country. A major problem with productivity is that it means many things to many people. Economists define it from GNP, managers view it as a cutting and speeding up, engineers think of it in terms of output per hour. In a workplace or human resource approach, it is seen as how much work is done over a specific time period. It sees how consistently and efficiently an individual completes tasks or accomplishes goals. Today, the term productivity has acquired a wide meaning. Originally, it was used only to rate the workers according to their skills. Subsequently emphasis was laid to improve the hourly output by analyzing and improving upon the techniques applied by different workers.

The European Productivity Agency (EPA) (2003; 5) has defined productivity as:

An attitude of the mind; It is the mentality of progress of the constant improvement of that which exists. It is the certainty of being able to do better today than yesterday and continuously. It is the constant adaptation of economic and social life to changing condition. It is the continual effort to apply new techniques and methods and the faith in human progress (EPA, 2003; 5).

The above definition equates productivity to an effective integration of resources, physical and human, will, yield and high output. It fail to mention attribute such as time and resource contributed.

Mali as cited in Nwachwuku (2004) sees it as the measure of how well resource is brought together in an organization and utilizes for accomplishing sets of results. That is the effectiveness of the factors of production to produce goods and service. In the same vein, Telsang (2007) opined that it is the quantitative relationship between what is produce and use as resources to produce them. How to improve the productivity of Nigeria employee has been the topic of many seminars, symposia, conferences and workshops. It is a recognized fact that productivity is the critical factor in economic and social development of a society. Nigerian employees are said to have poor attitude to work resulting to lower productivity.

Commenting on the low productivity of Nigerian employees, Eze (1999) in Nwachuku (2013; 67) observed:

Many achievement-oriented, shrewd observers of Nigerian people at work have always come out with a common impression that generally Nigerian workers are lazy, slow, sleepy, reluctant to act, unconcerned and deceitful in their approach. These workers are said to lack the zeal, the briskness and the momentum of hardworking people and generally, he dislike to hear anybody talk about efficiency (Nwachuku, 2013; 67).

Although the descriptions may be too strong, the situation which the author is trying to portray is real but he fails to made mention of the causes and justification of such actions.

According to the USA Bureau of Statistics (2020), productivity is a measure of economic performance that compares the amount of goods and services produced (output) with the amount of input used

to produce those goods and services. This definition sees productivity as a measure of performance that compares the output of a product with the input or resources required to produce it.

According to Dale (2003), it is the rate at which an organisation produces goods and service in relation to the amount of materials and number of employees needed. In the same vein, Stephenson sees it as the ability to produce – the yield, output and output. The former narrowed productivity only to outcomes of what is produced in relation to the material used. It fails to incorporate the concept of efficiency and effectiveness which many management studies see as the basis of productivity. The later only sees it in term of what and the ability to produce. It does not talk about rate, the value and the things that are involved (the materials, cost and time).

Smith (2020) sees productivity as a measure of efficiency that summarizes the value of outputs relative to the value of inputs used to create them. In the same direction, Cole sees it as the action of producing goods and services at the least cost, minimal time and with sufficient value. The two definitions were able to point out the basis of production and the parameters that are used to measure them (cost, time and values) but failed to provide answer for how it is to be done.

From the foregoing, we can deduce that productivity is a measure of the efficiency of a person, machine, factory, system, etc. in converting inputs into useful outputs. It is:

- A function of providing more and more of everything to more and more people with less and less consumption of resources.
- Volume of output attained in a given period of time in relation to the sum of the direct and indirect efforts expanded in its production.
- Measure of how well the resources are brought together in an organisation and utilized for accomplishing a set of objectives.
- The multiplier effect of efficiency and effectiveness.

Expectation from Productivity

Expectation differs amongst the various stake holders, some of the expectations are quite contrast i.e. the workers expect more

leisure time in contrast to managers expectation of hard work. The table below shows the expectations of various groups' interested in productivity.

S/N	Stakeholders	Perception
1.	Entrepreneurs	High return on investment (ROI), high market share and corporate image
2.	Managers	Maximum utilization of resources, lower unit cost, higher quality
3.	Workers	Higher wages, safe work environment, increased quality of workers (QWL)
4.	Suppliers	Prompt payment, continuous order
5.	Customers	Lower cost, quality, reliability safety and timeline of delivery
6.	Government	Economic development, employment generation, more exports
7.	Shareholders	Higher dividends

Components of Productivity

The essential components of productivity are as follows:

- **Strategy:** This is one of the essential components of productivity. It is the ability to plan in order to accomplish a goal.
- **Focus:** This is also one of the components of productivity. This has to do with the ability to pay attention to one task at a time.
- **Rational Decision:** This is also known as productive selection or the ability to choose the most important tasks and make the right choices.
- **Consistency:** This is the ability to work at a consistent pace and incorporate all of the aforesaid elements in a task.

Types of Productivity

There are several types of productivity and the common ones are:

- **Personal Productivity:** This refers to how consistently and efficiently an individual completes a task or accomplishes goals. It is also known as employees 'productivity or workers' productivity.

- **National Productivity:** This is a type of productivity that measures how well they turn labour and material into goods and services (the output, gross domestic product). It mostly reflects trends in policy and technology and indicates economic growth relative to other things happening in the macro-environment.
- **Business Productivity:** This measures how well they generate revenue from input, labour, and materials. It is a revenue divided by hours worked.
- **Organisational Productivity:** This is the productivity at the organisation or company level. It looks at revenue relative to employee labour in a quarter.
- **Workplace Productivity:** This is the value each team brings to the success of the overall organisation. It measures the output of individuals or teams to better understand how an organisation can optimize its workflows.
- **Capital Productivity:** This type looks at how efficiently physical capital is being used to create goods and services. The physical capital includes tangible capital items such as office equipment, labour materials, warehouse supplies and transportation equipment.
- **Material Productivity:** This measures output compared to the amount of material consumed. Material consumed can be heat, fuel or chemicals used in the process of creating a product or service.
- **Total Factor Productivity:** This is also known as Solow Residual and Multi-Factor Productivity (MFP). It measures the portion of an economy's output growth that cannot be attributed to the accumulation of capital or labour. It is interpreted as the contribution to economic growth made by managerial, technological, strategic and financial innovations.

How Productivity can be measured

There is no specific way to measure productivity. How to measure productivity is one of the issues that most contemporary studies were unable to define. Most of the pointers that are used as measures are:

a. **Quality:** This means the increase in value of what is produced or service is considered as productivity.

b. **Quantity:** This is the increase in size of what is being produced when a good or service as being increased, it denote there is a productivity in term of size what has been produced or rendered.
c. **Efficiency:** This is also one of the yardsticks that is used to measure productivity in an organisation. When operations are done in such a way that cost is minimized and output increased.
d. **Wellbeing of the Workers:** This has to do with the wellbeing of the workforce – compensation, working environment, degree of workers' maintenance and integration, industrial harmony, opportunities for personal development and career development, among many others.
e. **Growth:** This looks at how things can be increased in the range of activities. This can be seen in the form of expansion, diversification.
f. **Revenue Margin:** This is another medium that define the productivity of an organisation. It believes that when there is higher rate of return i.e. the organisation earns more than it spends, it is productivity.
g. **Degree of Penetration:** This is when the organisation has competitive advantage or has dominated the market than its competitor.

Productivity Models

Some of the common models that can be used to measure productivity are as follows:

a. **Craig and Harris Model:** This is one of the models that is used to measure productivity. This model point out the inadequacy of partial productivity. It is also called service flow model. According to this model, physical inputs can be converted in monetary worth and productivity is seen as efficiency of the conversion process. It is denoted as:

$$P = \frac{O}{L + C + R + Q}$$

Where:
P = Total product
L = Labour input factors
C = Capital input factors
Q = other miscellaneous goods and services

b. **Taylor-Davis Model:** This is also another model that is employed to determine productivity. In this model, raw materials

are not considered as input on the basis that it is the result of some other labour and efforts. It defines total factor productivity and it is computed using this formula:

$$Total\ Factor\ Productivity\ (TFP) = \frac{S + C + Mp - C}{(W + B) + [(Kw + kf) + I + DF)]}$$

S=Net sales adjusted (i.e. deflated to base year)
C=Inventory change (Raw materials, finished goods & WIP
MP=Manufacturing plant (unsalable products like jigs & fixtures, SPM)
E=Exclusions (materials and service purchased from outside + depreciation of building + plant + equipment + rentals.

c. The American Productivity Centre (APC): This is another model that was designed to determine productivity. The model distinguishes profitability from price recovery. It also measures changes in labour, material, energy and capital. It relates outputs and cost of inputs. It is computed using the formula below:

$$Profitability = \frac{Revenue}{COst}$$

$$Profitability = Production \times Price\ Recovery$$

W = Wages and salary
B = Benefits
Kw = Working Capital
Fb = Investors Contribution (Expressed as %)
Df = Prise Deflator

In this model, raw material is not considered as input on the basis that raw material is the result of some other labour and effort.

Productivity Techniques

There are several techniques of productivity. The common ones are:

a. Technology Based: This involves the use of technology. It primary goal is to take risk, error and increase efficiency. It utilizes tools like:

- Computer Aided Design (CAD)
- Computer Aided Manufacturing (CAM)
- Computer Integrated Manufacturing (CIM)
- Robotics
- Laser Technology
- Modern Maintenance Technique
- Flexibility Manufacturing System

b. **Employees Based Techniques:** This technique is employed to spur the worker toward greater performance. The notable strategies are:
   - Employee promotion
   - Financial and non-financial incentives
   - Job design, enlargement, enrichment and rotation
   - Personnel development
   - Quality cycle
   - Small group activities, etc.

c. **Material Based Technique:** This is the use of material to boost production. It applies the following strategies:
   - Material planning and control
   - Purchasing and logistics
   - Material storage
   - Recycling and reverse
   - Waste elimination, etc.

d. **Process Based Technique:** This is another technique of productivity. It is the use of product to boost productivity in an organisation. It applies the following methods:
   - Value analysis
   - Value engineering
   - Product diversification
   - Standardization
   - Simplification
   - Reliability engineering
   - Product mix and promotion

f. **Managerial Based Technique:** This is another technique of productivity. It is the utilization of managerial skills and expertise to boost productivity. It utilizes methods like:
   - Management style
   - Communication in the organisation
   - Work culture
   - Motivation
   - Promoting group activities

Determinants of Productivity

There are several factors that determine productivity in an organisation. Several studies have different perception. According to

Telsang (2003), the factors that influence productivity can be subsumed into two and these are:

a. **Controllable (internal):** These are things that can be done from within the organisation. They are:
   - Improvement in products/services
   - Upgrade in plant and equipment
   - Good technology
   - Standardized materials
   - Utilization of human factor
   - Good work methods
   - Management styles
   - Financial and sociological factors
b. **Uncontrollable:** These are things that are from outside and influences productivity in an organisation. These are:
   - Structural adjustment (economics and society)
   - Government policy
   - Infrastructure

Several scholars like Nwachukwu, Ngu, Onah, Flippo, Yesefu, Ubeku, Armstrong, Cole and many others came up with list of factors. These are:

a. **Work Environment:** This is the physical things and social relationship in a work place. An employee's work environment has a huge impact on their wellbeing and performance. It includes many elements such as: management styles, organizational value and culture, communication styles, leadership, trust in the work place, among others. The investment in this element will help to neutralize toxic working environment and this will spur productivity.
b. **Growth Opportunities:** This has to do with things like personnel development, career growth, and professional development opportunities. There are some individuals that like to be challenged or challenging tasks, some likes to work on interesting projects, some wants their work to be valued, and be rewarded for their impact, among others. A leader or management should try to identify every employee and his or her interest. This will discourage labour turnover and boost productivity.

c. **Socialization:** This is also another factor that can help to boost productivity in an organisation. A good organisation should provide room for socialization. This help to build trust, increase creativity, boost collaboration and bolster communication across teams.
d. **Good Feedback:** Employees work well in organisation with healthy feedback cultures. Several studies in the past and at the contemporary period shows that majority of employees consider recognition the most impactful element of employees' engagement. It is not that, all feedback should be praised but an organisation should ensure that there is regular check-ins with employees and they should also be allowed to give feedback. This and many other factors can help to increase productivity.
e. **Psychological Safety:** Psychology safety has positive impact on productivity in a work place. It is not only a correlate to productivity but is also positively correlated with increased forms, strategic planning and goal attainment. These benefits make a strong case to develop a psychologically safe work place.
f. **Access to Tools and System:** This is another factor that can help to boost productivity. It involves offering the tools individual needs to do their work most efficiently. They can be transactional such as sales enablement tools or focused on maximizing soft skills like collaboration tools.
g. **Clearly Defined Goal:** This is another factor that influences productivity. When the goals of the organisations are clearly defined and aligned with that of the employees, a lot of waste in term of time and resources can be curtailed.

Other factors are:

- Training
- Diversity
- Increased responsibility
- Management quality
- Compensation
- Wellness of HR
- Industrial harmony, etc.

How to Develop a More Productive Team

- Invest in the wellbeing of the employees

- Carve out path for employees growth and development
- Provide good incentive and reward good work
- Introduce employees recognition programme
- Give the teams space they need to work
- Establish feedback loops
- Understand the teams' individual skills and knowledge, this can be used to delegate task.

Salutary Effects of Productivity

Some of the salutary effects of productivity are as follows:

- Higher earning
- Increased supply of both goods and services at a lower cost and price
- Shorten hours of work
- Improve in working condition
- Increase in pay

Institutions Established to Promote Productivity

Some the institutions that were established by the Nigerian Government to promote productivity in the country are:

(a) **Corporate Affairs and Information:** This is one of the institutions that were established to promote productivity in Nigeria. It was formally known as Information Services and publications (ISP). It was created in 2017 and its goal of establishment was to champion the stimulation of productivity information, promotion and advocacy.

(b) **National Productivity Centre:** This is a research oriented Federal Government Parastatal established by ACT CAP 70 LFN 2001 to stimulate and promote productivity consciousness in all sectors of the Nigerian economy.

(c) **National Productivity Board:** The board was established on 12 May, 1972 to stresses the importance of entrepreneurial dynamism and innovation to stimulate productive growth.

(d) **National Information Technology Development Agency:** NITDA was created in April 2001 to implement the Nigerian Information Technology policy. The agency regulates the use of

technology; and stimulates invention and innovation in the field of sciences and technology in the country.

(e) **Standard Organization of Nigeria (SON):** It was established by ACT 56 of 1971 and their primary mandate is to ensure goods and services provided in the country are of high standard and also satisfices the consumer.

(f) **National Salaries, Income and wages Commission:** This is another institution that was established to determine how workforces in both the private and public sector should be adequately compensated. It was established in 1993 by Degree no.99 of 1993 now referred as Act Cap 72 LFN

(g) **Ministry of Labour and Employment:** This is another institution that was created by the government to monitor and stimulates productivity. The ministry handles any issue on wages, employment and industrial relation.

(h) **National Agency for Food Drugs and Administration Control (NAFDAC):** This is one of the institutions that were created by the government in 2004 to ensure that food and drugs produced in the country are of high standard.

Causes of low Productivity in the Nigerian Public Service

Some of the causes of low productivity in the Nigerian Public Services are as follows:

(a) Economic Factor: This is one of the causes of how low productivity in the Nigerian public service. The economic factors have to do with the reward and compensation system in the country. A lot of the workforces are not motivated; they believed that equity does not prevail. There is no correlation between effort expected and reward system. Nigeria is one of the countries that have been called as weak in term of reward system. In 2023, a survey on how reward system in Africa by UN shows that Sao Tome and Principe, South Africa, Kenya, Namibia, among others were the only countries in Africa that adequately rewarded its workforce in Africa. Nigeria was rated among the lease paying countries. Inadequate compensation can affect commitment, hard work and goal congruency. In a good society or organization, hard work should be commensurate to reward.

(b) Sociological Factor: This is also another factor that cause low productivity in the Nigeria public service. Sociological issues deal with social factors such as: sense of belonging, sense of worth, recognition, among others. When these things are lacking, there will be no commitment, dedication and hard work and thus, a drop in productivity. In the Nigerian Public Service, only the privileged few are given consideration. Before you are consider for a job, you must be connected to one person or the other and it did not stop at that , employees' promotion to the next level most at times are based on connection and influences, this and many other social factors affect workers attitude, involvement and participation.

(c) Managerial Factors: This is also one of the factors that cause low productivity in the Nigerian Public service. The success and failure of an organization depend on management. When mangers cannot supervise and are indiscipline, they cannot motivate workers. In Nigeria, many of the managers in the public do not know how to apply the elementary principle of human relation approach; they do not know how to identify employee's needs and link them to the reward system in order to motivate employees.

(d) Adherence to Traditional Ways of Doing Things: Even with the emergence of several technological device, most office in the Nigeria Public Service are operated using analog and local tools. Obsolete tool like typewriter at this computer age are still being used in some offices and most operations are not based on new ideas, techniques, innovation and materials. This is a serious threat to productivity.

(e) Lack of Qualified Manpower: This is one of the factors that cause low productivity in the Nigeria Public Service. Most of the personnel are not qualified, their recruitment are not based on merit principle but Federal character principle. When merit is jettison and with mediocrity, productivity will be affected. Apart from the non-application of merit principle, most of the workers are not recruited and placed base on their skills and expertise. In 2022, the Governor of Osun appointed a Barrister to be the Commissioner of Health when there are medical doctors that have the expertise. This mismatch in term of recruitment,

placement and appointment is a serious threat to productivity in the public service.

(f) Political Influence: This is one of the factors that cause low productivity in the Nigerian Public Service. The politicians determined who to be employed, where a worker should be placed and what is required of a person that is to be employed. Their influence has taken over the value of merit principle and this has negative effect on productivity of the public sectors.

Efficiency in an Organization

The word efficiency was coined from the Latin word efficere and it denotes to accomplish. It is the ability to do something well or achieved a desired result without wasted energy or effort. The oxford advanced learners' Dictionary of Current English defines efficiency as the degree to which something is done well or without wasted of time energy and effort.

According to Chambers Dictionary, Efficiency is a power to produce the desired result. The Encyclopedia of Social Sciences defines efficiency as the input-output relationship that is the maximum work achieved for a minimum input or energy resources. Adebayo (1987) sees it as the ratio between input and output, effort and results, expenditure and income; cost and the resulting pleasure is a relatively recent term.

As a concept, it is grounded in values. As such, any definition that is suggested is apt to have relative rather than absolute applicability. It is not that it cannot be conceived of the possibility of absolute efficiency but that such as conception can only be in an abstract and ideal sense of the term. This is why it hard to have an absolute view of efficiency because despite all precautions, things do go wrong in an organizations. In other word, even every plan has been drawn up and very care is taken to ensure that organizations operate efficiently; they still find themselves confronted with unanticipated and practical problem.

From the varied perspectives, it can be deduced that efficiency is the degree to which something is done well or without wasted energy.

Types of Efficiency

(a) Technical Efficiency: An organization is technically efficient if it is adequate to the demand made on it (Speight, 1970). Adequacy implies competence and capacity to delivers the goods that is to fulfill obligations or attain goals (Alpan, 1982). An organization is regarded as adequate if the organization is good, if conditions of works are congenial, if the personnel engaged in a task are not only well qualified but are dedicated and conscientious, equipment are adequate and leadership is right. However, no human organization can find itself in such a very ideal condition (Balogun, 1983).The empirical justification for the adoption of the technical lies in the fact that all formal organizations are established to achieve certain objectives within specific time frame. What it is interested to know is how far the organization has achieved it stipulated objective. In other word, technical efficiency is concerned with the attainment of objectives within a given period rather than with cost.

(b) Economic Efficiency: This is also known as cost efficiency. These types of efficiency looked at the money, men, material and time to produce the desired result. In other word, organization or individual is efficient when it uses resources economically in order to produces maximum results in real, not monetary terms.

(c) Operational Efficiency: It is a concept that seeks to integrate the two broad indices of technical and economic efficiency. It focuses on both inputs and outputs and by combining elements of both the two. It provides the most reliable measure of performance.

(d) Organizational Efficiency: This is when the efficiency is qualified to an organization. It looks at its employees, activities, and goal attainment of the organization. Its indices are:

- Profit
- cost reduction

- Optimization
- Attainment of goals
- Waste control
- more patronage
- High grade, etc.

(e) Individual Efficiency: This is when efficiency is linked to the individual workers or group of workers. It is measured on the workers. Its indices are:

- Promptness
- Commitment
- Loyalty
- Honesty
- Increase output
- Dedication
- Judicious use of resources
- Expertise, skills & abilities

(f) Administrative Efficiency: This is a standard process of doing work in an organization to achieve set goals and objective. It asks questions on:

- Work and Method
- Procedures and strategies
- Partner
- Timing
- Use of power and authority-decentralization, delegation, etc.
- Engagement and results

Organizational Effectiveness

Organizational effectiveness is simply the sum of the contributions of all organizational members, that is, when the sum of individual contributions exceeds the simple summation of them or when organization does more work than is possible through individual effort. According to Armstrong (2009), an effective organization is one that achieves its purpose by meeting the needs of its stakeholders, matching its resources to opportunities, adapting flexibly to environmental changes and creating a culture that promotes commitment, creativity, shared values and mutual trust

Factors that trigger Organizational Effectiveness

This organizational effectiveness is said to be triggered by the following factors:

- Environment
- Technology
- Processes
- Structure
- strategic choices and
- Culture

Approach of Organizational Effectiveness

(a) **Goal Approach**: This approach defines effectiveness in terms of the accomplishment of recognized objectives through cooperative effort. The degree of accomplishment indicates the degree of effectiveness. The fundamental tenets of effectiveness rely on purposefulness, rationality, and achievement, even though some goals ordinarily are hard to measure, conflicting in nature, and often not followed.

(b) **Systems Theory Approach:** This approach views an organization as comprising of parts that individually establish relationships with each other and that interact with their environment both as individuals and as a collective. This approach describes effectiveness in terms of identifying how the various parts (individuals, groups, structure, and processes) of organizations relate and interact with each other. It also stresses the organization's connection to the larger system of which it is a part. Every organization is part of an industry (a larger system), a society (a yet larger system), and, increasingly, a global economy (perhaps the largest system of all). Therefore, organizations must satisfy the demands that their actions contribute to viable environment by promoting clean air and water, and so on. It implies that, the organization cannot simply produce a product or service to satisfy its customers; it must also produce actions and behaviours to satisfy other important components of the larger environment, the larger systems.

(c) **Stakeholder Approach:** This approach means achieving balance among the various parts of the system by satisfying the

interests of the organization's constituency (all those individuals and groups of individuals who have a stake in the organization — employees, customers, shareholders, suppliers, creditors, government and competitors). Each of these individuals and groups of individuals expects the organization to behave in ways that benefit them; these expectations may or may not be compatible with those of other individuals and groups. This approach is of the opinion that an organization is effective to the extent that it satisfies the interest of the group controlling the most important resource.

Conclusion

Productivity is a concept that has several stakeholders. The expectation varies among the stakeholders just like the varied definitions. In this work, we were able to look at the meaning of productivity from different users and stakeholders. We were able to look at the various expectations, component and types of productivity.

We also looked at how productivity can be measured, models of productivity and techniques of productivity. Also in the chapter, we looked at the determinants of productivity, salutary effects and how it can be developed in team. In the chapter, we also looked at institutions established to promote productivity in Nigeria and the causes of low productivity in the Nigerian Public Service.

Revision Questions

1. What is productivity? Analyze it from different perspective of stakeholders
2. What are the components of productivity?
3. What are the types of productivity?
4. How can productivity be measured
5. List and discuss the models of productivity
6. What are those institutions that are established to promote productivity in Nigeria?
7. List and discuss the cause of low productivity in the Nigerian Public Sector

8. List and discuss the techniques of productivity
9. What are those factors that determine productivity?

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Chapter Sixteen (16)

Performance in an Organization

Introduction

Performance is a manner of functioning, the manner in which something or somebody functions, operates or behave. It is the way is which worker(s) or organization does a job or is judged by its effectiveness. In this chapter, we looked at what is performance, its distinction from productivity and types of performance.

In the chapter, we looked at employees' performance, its indices and how it can be evaluated. We also looked at how performance can be improved.
Also, we looked at what is organizational performance, indices of organization performance. We also looked at the process of evaluating organization performance.

What is Performance?

The word performance originate from an old English word "perform" which also evolved from the French word *Parfournir* and it denotes to carry out or complete an action or function. Several persons have defined the concept in several ways. The concept has two phases. The first phase has to do with carrying of an action and the second phase has to do with stage presentation like the case of drama, music, etc. In this work our emphasis is on the former, i.e. the one that is related to work in an organization.

According to Cole (2003), performance is the act or process of doing a task to a specific standard. In the same vein, Armstrong (2009) sees it as effort put on a work by a worker or group of workers to accomplish the set goals of an organization. Stephenson (2010) sees performance as those energy (time, effort,

commitment, etc.) that is exhibited in order to accomplish goals and objectives of an organization. In the same direction, Yesefu (2010) sees it as those zeal, passion and energies that is channeled to produce desire result.

There is an ongoing argument by several scholars and studies as whether performance should be subsumed under productivity. Some even argued that productivity is broader than performance. The two concepts are two distinct phenomenona. Productivity has high degree of relationship with result (efficiency and effectiveness) than performance. It is not all performing workers that are resourceful; a worker can perform by being committed, punctual, and loyal to his job but that does not mean it is result. But a productivity staff is a staff that is resourceful and capable of producing result.

From the foregoing definitions, it can be deduced that performance is the amount of action, effort, energy and passion put on a task or work in order to help the organization achieve its goals and objectives.

Distinction between Performance and Productivity

S/N	Parameter	Productivity	Performance
1.	Meaning	The efficiency in which things are produced	The act of carrying a task
2.	Orientation	Directly related to result	Indirectly related to result
3.	Indicators	Efficiency, effectiveness, optimization, etc.	Punctuality, commitment, loyalty
4.	Scope	Narrow	Broad

Types of Performance

Basically we have two types of performance ad these are:

- Employees' performance and
- Organizational performance

Employees' Performance

According to Smith (2020), it is how a number of staff fulfill the duties of their role, complete required tasks and behave in the workplace. According to Cole (2018) is the amount of effort an employee to accomplish certain task or carry a particular function in a work place. In the same vein, Armstrong (2009) sees it as the action carried out by a worker to accomplish a set goals and objectives.

How Employees' Performance can be measured

Employees' performance can be measured in the following ways:

- **Quality:** This is standard of how good a thing (good, services, etc.) can be measured against other similar things. It is general excellence and a distinctive feature of a thing that separate it from others.
- **Speed:** This is the rapidly of action; the rate at which the worker operates. It asks questions such as- when was it accomplished and are deadline met?
- **Quantity:** This is the volume, amount and size that can be measured in number. In this, what the worker has produced or done can be expressed in number. Typical example is the number of consumer he has attained in a day, number of file he or she has treated in a month, the number of products he or she has sold out, etc.
- **Efficiency of Work:** This is the result of maximum output at least cost. This is vital to be aware of it within the organization.
- **Optimization:** This is the judicious use of resource to achieve best result.
- **Trust:** This is the firm belief in the reliability, truth, ability and strength of workers. It asks question such as: can the worker be trusted with autonomy and continue to produce strong results without supervision, etc.
- **Consistency:** This has to do with the degree of confirming to a regular pattern of carrying out certain action. It asks question such as – are the punctual and always present to the expected standard, are the regular on work, etc.

How to Evaluate Employees Performance

There are several ways to evaluate the performance of employees. We were able to discuss this in a separate chapter (see chapter 13). Some of the ways in which employees' performance can be evaluated are:

- The 360-Degree feedback
- Objective-based performance
- SWOT
- Ranked Performance on Scale
- APER, etc.

How Employees Performance can be improved

There are basic nine (9) ways to improve employees' performance in an organization. These are:

a. **Investigating why the employee is not meeting expectation:** The reasons why an employee is not meeting expected standard can be endless. Management can get to the bottom of all these and if it fails to know the exact reason, it is impossible to take the right step to improve it. The best way this can be done is by asking the employee an open and frank question.
   - Is the organization holding them back from reaching their full potential
   - Is it lack of resources
   - Is the goal of the worker is not aligned to that of the organization
   - Is it personal problem
   - Is it health challenges, etc

   The conversation to ascertain the basic problem can provide a basis for the organization to give more effective support.

b. **Discuss Both the High and Lows:** In most organization, performance review mostly focused on the lows-areas not going well. Improvement may be basis for the review but that should not stop the reviewer from commending the employees on areas he or she has distinct himself or herself. If review centered on area that need improvement, confidence of the employee will be

jeopardize. When hard work is recognized, sense of worth is created.

c. **Provide Consistent Feedback as they Progress:** One of the efficient ways to improve performance is to provide regular feedback. By frequently feeding back, you can help employees stay on track as the work to improve, rather than any issues being saved for a more formal review. By then, the effects of poor performance may have been detrimental to the unit, team or the organization. Feedback helps employees to know where they stand and how they are progressing.

d. **Create a Positive Workplace Culture:** A work culture is way an organization act and behave. It must not necessarily be stated in the organization's policy. A positive workplace culture helps to create way for higher engagement, greater motivation and better performance. In evaluating employee performance, element such as how aligned employees are with the organization vision, mission, benefit offered and how the organization operates should be observed. A good work place culture should give employee the stage to perform to the best of their abilities. It should allow employees to be focused and engaged without any negativity distracting them. The simple way to know whether a workplace culture is right for your employee is to interact with them. This can be done using a confidential survey tool to know what they think about how the organization operates. Since it is in confidential platform, the employees will feel free to be honest about anything that they would like to see improvement. It will also help the organization to bring changes from the suggestion of employees and this makes them to feel valued and would improve their engagement level.

e. **Prioritize Learning and Development:** Most studies in the past and in the contemporary period link poor performance to skill and knowledge gap. When an organization gives prominence to learning and development, employees are reminded of best practice. A good organization should work with its employees to create L and D plans. Apart from the skills and growth in career path, employees stay engaged and are motivated when they are given a say in how and what the learn.

f. **Set Measurable and Realistic Goals:** For an employee to improve on their performance, they need to know what is being measured. With this, the can monitor their own performance and in turn, work to improve it. If goals are not measurable, employees are left guessing about whether they are improving or not and can have this thought that their results are subjective to their managers opinion.

   Goals also need to be realistic; for a goal to be realistic, they must be clear, specific and define. Set two dates, one to monitor progress and the second for an expected completion.

g. **Regularly Recognize Great Work and Improvement:** A good organization that wants the performance of its employees to be improved should recognizes efforts and reward good work. When work is recognizes, the organization has kept high performers engaged. One error that leaders often made is spending too much time focusing on under performance and not on the wins achieved. To keep your work force happy and productivity, you must show appreciation and learn not to consistency criticize their work. A good soft skill should be employed to advise a worker on how to adjust or improve his or her work. Harsh words are venom and can causes more harm than good.

h. **Maximize Job Satisfaction:** This is another way to improve the performance of employees in an organization. Workers should adequately be compensated, get their benefit fairly as it could be gotten elsewhere and should have favorable working environment and conditions. With this, performance can never be less. The best way to implement this is to look at the rival organization and sees what they are doing and you are not doing to attract their workforce. A good organization should not only compare but will try as much as possible to have age over other organizations.

i. **Act When you do not See Improvement:** When organization is working with its employee to set clear goals, expectations and a plan for improvement and it not seeing any change, the organization have to act on this. If management failed to act, the underperforming employees would think that it is fine to underperform and this will also demotivate those that are

performing well. If the sees that poor performance receive no consequences, they will wonder why they are putting effort in.

The best way to approach it is first through verbal warning and if it continues, a written warning should be given to those workers before any penalties like demotion, sack, among others.

Organizational Performance

Organizational performance is the process at which an organization is doing and is ability to do its designed task so as to achieve set goals and objectives. According to Richardson (2021), organizational performance is how well an organization is doing and how much of its daily tasks and set objective is successfully completes. He went to state that measuring an organization performance involves comparing its actual outputs or result with the intended ones and that, it helps the organizations to determine if they are achieving what they set out to do or not.

Indices of Organizational Performance

What define organizational performance varies and several scholars have classified them in several ways. The common ones are:

a. **Operational Performance:** This looks at performance in terms of its operation, i.e. the action, function and tasks it carried. The key drivers are:
   - Customer satisfaction
   - Product quality
   - Service quality
   - Optimization
   - Competitive advantage
   - Utilization of resources
   - Market share strength
   - High patronages
   - Low turnover rate

b. **Financial Performance:** This looks at financial facets such as:
   - Revenue and profit margin
   - Liquidity

- Investment
- Returns on asset
- Cash flow

c. **Shareholder Return:** This is the increase in shareholders profit over a period of time. It assesses the growth and investors, company shares during that pre-determine period. It looks at:
   - Growth of the organization
   - Expansions
   - Diversification
   - Public image

Process of Evaluating Organizational Performance

a. **Evaluating Employees Individual Performance:** Employees are valuable asset of an organization. The efficiency and effectiveness of an organisation lies on how the human resources are utilized. In evaluating the employees, the organization must use the following factors:
   - **Task Performance:** This refers to the successful completion of assigned tasks, including the quality and quantity. It also looks at employees' managerial abilities such as organizing, monitoring, decision making and problem-solving skills.
   - **Adaptive Performance:** This refers to employees' responsiveness at work. This can be measured through their flexibility, innovation, the pursuit of continuous learning and open mindedness.
   - **Contextual Performance:** This is employees' ability to complete tasks outside of their designated responsibilities. It looks at things such as – enthusiasm, resourcefulness, strength of their interpersonal relationships and commitment to excellence.
   - **Counter-productive Work:** These are behavior or characteristics that can hinder an employees' performance. They include absenteeism, tardiness, and a general disregard for safety and instructions.

b. **Team-level Performance:** After the evaluation of workers, the next important thing is the team, groups or units. It defines the success rate of an organization and is also an essential element

of successful project completion. The methods that are used to evaluate team-level performance are:

- **Team Training:** This involves understanding and learning work practices
- **Team Building:** This is helpful for building relationship and establishing roles for team members
- **Leadership Training:** Effective leadership training can empower employees to take initiative when working on projects. This type of training encourages team member to deliver excellent results even without direct supervision
- **Simulation Training:** The introduction of practice protocol helps employees handle real world crisis or situations and improves their flexibility and ability to deliver better results
- **Team Debriefing:** A consistent exchange of ideas and well communicated feedback on a project or event can help to build employees skills and knowledge areas of opportunity and develop plans to overcome challenges

c. **Measure Organization-level Performance:** It is at this stage that the organization is assessed as a whole or in it's entirely. This can be done through internal and external measures. A good strategy that can be used to achieve this task is the use of employee survey where the organization can create an anonymous survey and encourages employees to provide feedback on their work culture, training and other work-related process. Doing this can help management identify strategies to support employees and increase their performance.

How to Improve Organization's Performance

The steps to improve organization performance are as follows:

a. **Growth the Organization from within:** This is one of the things to do to improve performance of an organization. Looks at internal resources, can it encourages employees' growth and facilitates development? There are certain functions that need to be assessed to know whether the organization is growing from within. These are:

- **Strategy and mission:** Every organization has a mission and the strategies to achieve this mission. An organization

need to review its strategies to know whether it is helping the organization to toward actualizing its mission or not.

- **Organization structure:** This refers to the objectives, responsibilities and roles of individuals, teams, and department in the organization. A positive adjustment can helps to facilitate improvement.
- **The Employees:** This can be done through the improvement in the hiring and training process and the implementation of turnover focused programmes. This can help to spur success in the organization.

b. **Increase in Employee Engagement:** All employees are typically happier about their jobs when their leaders are actively engage with them and high engagement levels helps motivate employees to put in their best effort. These can be done in the following ways:
   - The organization should make sure all the employees understand the organization's mission, value and target
   - The organization should build trust by showing employees that the management team cares and is committed to helping them achieve their career goals.
   - The organization should allow employees to use their preferred skills; this may help them achieve better results.
   - The organization should help each department focus on improving their procedures and targeting their activities to better accomplish the organization's goals

c. **Adopt the Use of Technology:** A good organization that wants to improve its performance should introduce modern technologies to complete projects and perform daily tasks. With the right technology, most of the clerical duties will be automated while ensuring a high level of accuracy. It will introduces new functions, increase organization competitive position and encourages growth.

d. **Identify and Eliminate Internal Misalignments:** Misalignment is anything that can frustrate an organization from performing. Identifying and eliminating these misalignments can help an organization to enhance its performance. A good organization that wants to improve performance should checks that its competitive differentiation strategy aligns with its

procedures, policies and structure. Some of the ways in which misalignments can be identified are as follows:

- Do employees make modification and changes to work policy and procedures before completing their tasks
- How is the relationship between key departments
- Do the organization's work procedures and policies allow employees to complete their task quickly

e. **Align Relevant Metric:** Metric is a standard or parameter for measuring a thing. Another way to under how well department are performing their expected functions is to evaluate the organization key performance metrics. Understanding these metrics can be valuable while improving the organization's performance. They can guide work prioritization and decision making. A training session can be organized to explain to the employees how the organization chooses its metrics. This can help employees understand how their work influences the organization's success. Different performance metrics can be designed for different department according to their tasks and responsibilities.

f. **Maintain a Digital Workplace that is Easily Adaptable and Continuously Evolving:** After digitalizing the work process, then consideration should be given to individual components that can enhance this performance. The digitalizing can lead to structural change management that makes the process more productive. Change management entail's handling the transformation or transitioning of an organization as process or technologies. An organization that wants to improve its performance must not only stay focus but knows how to change process to fit evolving standards and regulations.

Conclusion

Performance means a lot of things to different people. It entails an action and effort geared toward actualizing goals and objective. In this chapter, we looked at what is performance and what distinct it from productivity. We looked at performance, how it can be measured and how it can be evaluated.

We also looked at how employees' performance can be improved. Also, we looked at organizational performance, the

indices of organizational performance, and the process of evaluating organizational performance. We also looked at how to improve organization's performance.

Revision Questions

1. What is performance? what is the distinction between performance and productivity
2. Differentiate between organization performance and employees performance
3. What are the indicators of employees' performance?
4. How can employees' performance be evaluated?
5. How can employees' performance be improved
6. What are the indices of organizational performance
7. Discuss the process of evaluating organizational performance
8. How can organizational performance be improved?

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Chapter Seventeen (17)

SERVICE

Introduction

Most societies are becoming more service oriented. In developed societies like U.S.A, France, Germany, etc. service account for about 80% of the workforce and over 70% of GNP. In this chapter, we looked at what is service, characteristics of service and type of services.

Also, we looked at the reasons for growth in the service sector. We also looked at MOT, service matrix, service model and the determinants of service.

What is Service?

Several studies in the past only see service in the form intangibility; the tangibility is often ignored. According to Oxford Advanced Learner's Dictionary of current English, service has two derivations – French and Latin. In French, *servous* (servitude) and in Latin, *servitium* (slave). And this denotes provision, package and overhaul.

The term has four phases: the first phase means work that is done for somebody else. Secondly, it means to clean and adjust. In the third phase, it means to pay interest on a debt. The fourth phase means form of public worship. In this study, our emphasis will be on the first phase.

According Cole (2010), service is that activity or a system or organization that provides people with something that they need, e.g. public transportation or utility. He went further to state that in the public sector, it is a government agency or body of people

employed by government who carry out work for the public benefit. In the same vein, Richard (2011) sees it as the work that somebody (worker, organization, etc.) do or does i.e. jobs and business that provide something for other people but do not produce tangible goods, e.g. banking and insurance, etc.

According to Telsang (2015), a service is an activity which has some element of intangibility associated with it, which involves some interaction with customers or with property in their possession and does not result in a transfer of ownership. He went further to state that a change in condition may occur and production of service may or may not be closely associated with the physical product. A product is an overall package of objects or process which provides some value to customer, while goods and services, is subcategories, which describe two types of product.

Philip Kotler (2000) has distinguished four categories of offers varying from pure tangible goods to a pure intangible service.

- A pure tangible goods such as soap, toothpaste, salt, etc. No service accompanies the product
- A tangible good with accompanying service to enhance its consumer appeal, e.g computer
- A major service with accompanying miner goods and service, e.g. first class travel
- A pure service, e.g. psychotherapy

From the foregoing definitions, it can be deduced that service is a work that does not make anything. It is an operation or action done to benefit others. In the public sector, it is those things that are provided by national, local government and paid for by taxation, and education, healthcare, roads, etc.

Services are activities that are performed by the service provider. They are essentially intangible in nature, when goods are bought, the purchase enhances the physical possession of the buyer and he has something tangible to show for the money he has spent. On the other hand, in the purchase of a service, the buyer does not get anything tangibles.

A service is a deed performance, and an effect. It is something that is consumed and possessed. A typical example is airline service; the buyer does not get anything tangible, he consumes the services to meet the transportation needs. Commonly used services are repairs, hair dressing tuition, car renting, taxi services, motels, hotels, theatre, banking and insurance, health care, couriers, legal services, advertising etc. Intangibility is the important feature of service that distinguishes service from goods. Intangibility mean palpable, the customer cannot touch a service product.

Characteristics of Service

- **Intangibility:** Service to a large extent is abstract and intangible. Service cannot be touched and they should be experienced
- **Heterogeneity:** Services are non-standard and highly variable. It is difficult to achieve standardization in service
- **Inseparability:** Services are typically produces and consumed at the same time with customer participation in process
- **Perishability:** It is not possible to store the service (non-inventory)
- Patent protection is not possible
- Service does not involve transfer of ownership.

S/N	Basic Concepts	Meaning
a.	Service Delivery:	This consists of the workforce providing the service and the other physical elements used to produce the service. The important elements in service delivery are: the degree of automation of service, the sequence of activities to produce service, the degree of customer contact, the place of service, the skills and capabilities of workforce
b.	Technical Quality:	This is concerned with how is being delivered

c.	Functional Quality:	This refers to how it is developed
d.	Goods:	Portable personal property. They are tangible things
e.	Services:	Work done for somebody else

Product

A product is anything that can be offered to a market for attention, use or consumption that might satisfy a want or a need.

Types of Products

a. Physical Objects: These are those type that can be seen, felt and be touched

b. Service: This refers to an activity or activities that the provider performs which results in satisfaction of a need or want of predetermined target customer, e.g. a surgery performed, etc.

Product Level

Basically we have four levels of products:

a. **Generic Product:** This is the rudimentary substantive thing. It is the product at its basic level
b. **Expected Product:** This is the customer or users minimum set of expectations form a product or a service
c. **Augmented Product:** This is an offering (product benefits) in addition to what the customer expect
d. **A potential Product:** This is doing everything potentially feasible to hold and attract the customer or user.

Reasons for Growth of Service Sector

The following are the changes that contribute for growth in service sector:

a. Demographic Changes: These are things that can influence the population. They are:
- Life expectancy
- Structural shift in communities
- Increased urbanization
- Birth rate & mortality rate

- War, famine, pestilence, etc.

b. Social Changes: These are things that can influence human relationship. These are things like.
- Increased number of women in the workforce
- Domestic functions being carried outside the home
- Improved quality of life
- Good communication system
- Good transport network
- Awareness

c. Economic Changes: These are things that affect price system, demand and supply. This can manifest in the form of:
- Increased specialization
- Industrialization
- Interplay of market forces

d. Political and Legal Changes: These are thing that are related to state and legal system. This can be seen in the form of:
- Ideological leaning
- Courts system
- Infrastructural development

MOT and Service Delivery

Moment of Truth (MOT) is a concept that was introduced by Albercht and Zemke in 2000 to define the point in time when the customer comes in contact with the service delivery system in the service delivery cycle. At the point came in contact with a service, he or she must form an impression about the service received. It is the impression that has been built that is the MOT.

The cumulative effects of this MOT are important. A bad MOT can nullify many good MOTs. The customer's perception of service is a function of all the moment of truth he has experienced. The distinguishing feature about services is that most of the MOT are involved with the lower or the lowest level of staff for example, in a hotel, it expressed by – room service boy, reception clerk waiter. It is common with lowest level staff because customers rarely come in contact with managerial or supervisory staff.

Any organization that wants its customer to have good MOT, must do the following:

- Routine part of its operations should be planned to the minute level
- Personnel providing the service have to undergo adequate training to perfect these micro-task, along with verbal and facial expression
- The organization should be able to sort out variation in customer reaction

Service Matrix

This is a 2 X 2 matrix box that is used to represent some of the characteristics and requirements of service delivery system. The matrix divides services into four groups and quadrant, with the complexity of the services as one dimension and the degree of service customization as the other.

The box below shows the matrix with several services listed in each of the four quadratic. The complexity of service here refers to the degree of knowledge and skills and capital investment that the service provider must possess in relation to the amount that a typical consumer might have.

Figure 1: Matrix of Service Characteristics

High	Low
I	II
Physician, Attorney, Dentist, Auto Repair, Appliance Repair, Air charter	Beauty and Hair Care, Lawn Care, House Painting, Wall Papering, Restaurant, Tax, etc.
III	Iv
Radio, and TV, Movie, Zoo, Museum, School, Long distance call, Routine auto tune up Airline	Fast Food, Car Wash, Car Rental, Dry Cleaning, Storage, Retail Transport.

The services on the left side of the matrix require a great deal of training and or capital investment to perform. The services with upper half of the matrix are more personalized (or customized) in the sense that they are designed specifically for the individual needs of particular consumer. The services in the lower half of the matrix

are more standardized in the way that more number of customers will receive the same service. Because the services are people oriented, the activities in four segments should select persons who are courteous and have good interpersonal skills for those jobs will involve contact with customer.

Several of the services in II and IV quadrants can train their own employees in the necessary skills. The organizations in the fourth quadrant are more likely to develop procedure, and train their employees for reliable, consistent services encountered. Workers in II Quadrant need to have broader skills and are to be more flexible in response to customer requirement. The workers involved in activities that fall in I Quadrant require extensive professional skills and they should be trained outside. Investment capabilities in equipment and facilities are often significant characteristics of service in Quadrant III.

The service matric can be used to illustrate how the operations management task varies with different types of services. The highly automated services require familiarity with technology, correct capital decision, management of demand to avoid peaks and careful scheduling to utilize expensive capacity.

Service Model

The service model includes:

- Service Strategy
- Service product design
- Service delivery system

a. Service Strategy: Service strategy defines what business the company is carrying on (mission). It provides guidance for designing products, delivery system and measurements. It also provides vision for the organization and describes how the employees perceive the business. It also considers the international scope of services offered.

b. Service Product Design: This consist of the following bundle of goods and services and these are:

- The physical items or facilitating goods
- The sensual benefits or explicit services

- The psychological benefits or implicit services

The key to the design of service products is how best the organization defines the mix of these 3 ingredients and these are – Quality standard, customer expectation and customer contact.

c. **Service Delivery System:** This consists of the workforce providing the services and the physical elements used to produce service. The important elements in service delivery system are:
   - The degree of automation of service
   - The sequence of activities to produce services
   - The degree of customer contact
   - The place of service
   - The skills and capabilities of workforce

d. **Service Quality:** This consists of the general standard or grade of services rendered or provided. The determinants of service quality are:
   - Reliability
   - Responsiveness
   - Access
   - Communication
   - Image and credibility courtesy
   - Understanding the needs of customer
   - Total service package-core plus product surrounds

Conclusion

Service is any work that is done for others. It is activity that is provided or rendered by a person, a group or an organization. They are activities provided by the provider and they are essentially intangible in nature. It is a product and precisely service product that is untouchable but its impact must be felt. In this chapter, we looked at what is a service, the basic characteristics of service and some basic concepts.

We also looked at what is a product, types and levels. In the chapter, we looked at the reason for the growth of the service sector, MOT and service delivery. We also looked at service matrix, service model – strategy, design and delivery system.

Revision Questions

1. What is service? What is the differences between service product and physical object product
2. Write short note on: (a) Goods (b) Service strategy (c) Service delivery
3. What are those reasons that account for the growth of the service sector
4. Discuss the relationship between MOT and service delivery
5. Critically discuss what is service matrix

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Chapter Eighteen (18)

Employees' Engagement, Commitment and Voice

Introduction

These are some of the recent concepts that were introduced in the field of human resources management. The evolution of these concepts was precipitated by the daily need to improve performance and productivity. In this chapter, we looked at what is employees' engagement, its component, facets and drivers. We also looked at how it can be enhanced.

In the chapter, we also looked at what is workers' commitment, its attributes, components and types. We also looked at its benefits and how it can be enhanced.

The chapter also looked at employees' voice, elements, forms and how it is expressed. The chapter also looked at its levels, benefits and the barrier to effective employees' voice. In the chapter also, we looked at how employees' voice can be effective, its determiners and how it can be planned.

What is Employees' Engagement?

According to Kahn (1990), it is a psychological state experienced by employees in relations to their work, together with associated behaviour. Maslach (2001) defines it as a positive, fulfilling work related state of mind that is characterized by vigor, dedication and absorption. In the same direction, Macey (2009) defines employees' engagement as the purposed and focused energy, evident to others in the display of personal initiative,

adaptability, effort and persistence directed towards organizational goals.

MacLeod and Clarke (2009) came up a wide and elaborated definition. They state that it has many forms. They named them as:

- **Job Engagement:** This is what takes place when a worker is interested and positive about their job.
- **Organizational Engagement:** This focuses on attachment to or identification with the organization as a whole.
- **Workers' Engagement:** This is the feeling the employees have for their organization

From the varied views on what is employees' engagement, we can infer that:

- It is employees' involvement and satisfaction on the job
- The positive feeling about a job
- What attract an employees about an organization
- The positive attitude that employees holds toward an organization and its values.

Characteristics of Employees' Engagement

Some of the attributes of employees' engagement are as follows:

- It happens when workers are committed on the job
- The engagement enhances satisfaction on the job
- It is connected to performance
- It is an attribute of an employee that is motivated; a workers that is energetic, dedicated and passionate about his job

Components of Employees' Engagement

The Institute for Employment Studies (IES) has come up with the components of employees' engagement. These are;

(a) **Commitment:** This is the relative strength of the workers identification with, an involvement in an organization.

(b) **Organizational Citizenship Behaviour:** This is employees' behaviour that goes above and beyond the call of duty and contributes to organizational effectiveness. It is discretionary

and not explicitly recognized by the employing organization's formal reward system.



(c) Motivation: This is the force that energizes, directs and sustains behaviour. It can be intrinsic (Behaviour is affected by factors that may arise from the work itself and self-generated) and it can be extrinsic (behaviour which occurs when things are done to or for people to motivate them.

Facets of Engagement

- Alfes et al. (2010) see engagement as having three core facets. He named them as:
- **Intellectual Engagement:** This is thinking hard about the job and how to do it better.
- **Affective Engagement:** This is the feeling positively about doing a good job.
- **Social Engagement:** This is actively taking opportunities to discuss work-related improvement with others at work.

Drivers of Employees' Engagement

Drivers of employees' engagement are as follows:

(a) Leadership: This is one of the drivers of employees' engagement. A good leader which ensures a strong, transparent and explicit organizational culture will gives employees' a line of sight between their job and the vision and aims of the organization.

(b) Managers: A good management should engage managers who offer clarity, appreciate employees' effort and contribution, treat

their personnel as individuals and ensure that work is organized efficiently and effectively so that employees' feel they are valued and equipped and supported to do their job.

(c) Sense of Belonging: Employees who feel that they are able to voice their ideas and being listened to, both about how they do their job and in decision making in their own department, with joint sharing of problems and challenges and a commitment to arrive at joint solutions.

(d) Trust and Sense of Integrity: Employees will be engaged when they believe that the organisation lives its value and that espoused behavioural norms are adhered to:

(e) Others are:

- Work environment
- Information sharing
- Learning opportunities
- Job design
- Organizational support
- Communication

Outcomes of Engagement

Research conducted by the Institute for Employment Studies states that an engaged employee:

- Is willing to go to the extra mile
- Believes in and identified with the organisation
- Wants to work to make things better
- Understand the business context and the bigger picture

Benefits of Employees Engagement

a. **Employees**

Some of the benefits of employees' engagement to the employee are as follows:

- It can lead to job satisfaction
- It promotes employees' commitment and identification with the organisation
- Improved performance
- It promotes employees' innovation
- It promotes employees' trust and sense of belonging

b. Employers

Some of the benefits of employees' engagement to the employers are:

- There will be increase in organizational performance
- It will reduces poor attitude toward the job
- Reduction in labour turnover(attrition) and absenteeism
- Deepens workers' integration
- It is an avenue to train employees on the job

How to Enhance Employee Engagement

- Through good job design
- Through good working environment
- Good hearing and development programme
- Good reward system
- Functional leadership

Workers' Commitment

Commitment is the strength of workers' identification and involvement in an organisation. It is also one of the concepts that have played an important part in Human Resource Management (HRM) philosophy. This is why Guest (1982) suggested that HRM policies are designed to maximize organizational integration, employee commitment, flexibility and quality of work. According to Armstrong (2009), commitment refers to attachment and loyalty; he went further to state that it is associated with the feelings of individuals about their organisation.

According to Appelbaum (2000), it is a multi-dimensional construct that reflects a worker's identification with the organisation (loyalty), attachment to the organisation (intention to stay) and willingness to expand effort on the organization's behalf (discretionary effort). In the same direction, James (2010) sees it as the attachment that an employee has on their organisation due to their experience.

From the varied perspectives, we can infer that employees' commitment is the devotion, dedication, time and energy that a worker has given on a work.

Characteristics of Employees' Engagement

Some of the basic attributes of employees' commitment are:

- It is built on the desire of the worker to remain in the organisation
- It is developed as a result of strong belief in and acceptance of the value and goals of the organisation
- It is manifested on the readiness to exert considerable effort on behalf of the organisation
- It is a correlate of performance and productivity
- It is a tool for worker's maintenance and integration

Components of Employees' Commitment

The components of commitment are:

a. **Belief and Acceptance:** The employee must believe and accept the values and the goals of the organisation
b. **Willingness:** It must be demonstrated by the willingness to exert (display) considerable effort on behalf of the organisation
c. **Membership:** This is the definite desire to maintain organisation membership

Types of Commitment

a. **Affective Commitment:** This is the type of commitment that shows how long the employee would stay in the organisation – the reward and punishment
b. **Nomadic Commitment:** It is the feeling or how the employees feel, he or she should stay – the obligation remained and how he or she can play a role
c. **Cohesion Commitment:** This has to do with social relationship in the work place. Is it cordial and does it worth staying
d. **Control Commitment:** These are those norms and values in an organisation that can influence behaviour
e. **Continuance Commitment:** This is the type of commitment that goes with the need or the reason that justified when he or she as an employee should stay on the job in the organisation

Benefits of Employees' Commitment

Some of the benefits of employees' commitment are:

a. Employers

- Better employees' retention (lower labour turnover, attrition and sickness)
- Extra role behaviour (beyond)
- Better productivity – quality, efficiency
- Work place safety and stability
- Competitive advantage
- Improved performance/productivity

b. Employees

- It can lead to job satisfaction
- It can boost interest on the job
- Improved experience and skills
- Confidence on the job

How Workers' Commitment can be enhanced

- When there is clarity of goal and objective
- Guarantee organizational justice
- Room for personal development
- Through training and development
- Workers' motivation
- Good compensation system

Employees' Voice in an Organization

Employees' voice refers to the say employees have in matters of concern to them in their organisation. According to Boxall and Purcell (2003:162), employee voice is the term increasingly used to cover a whole variety of processes and structures which enable and sometimes empower employees directly and indirectly, to contribute to decision making in the organisation.

They went further to state that it is important, because it was necessary to recognize a plurality of interests and interest groups who would need to learn to live together and resolve their differences without the use of force. Employees' voice can also be seen as a situation in which employees of an organisation have

influences on things that affects them and their work in an organisation.

Elements of Employees' Voice

The basic elements of employees' voice are:

a. **Participation:** This takes place when employees play a greater part in the decision-making process by being given the opportunity to influence management decisions and to contribute to the improvement of organisational performance.
b. **Involvement:** This takes place when employees are able to discuss issues that affect them with management.

Forms of Employees' Voice

Basically, we have two forms of employees' voice and these are:

a. **Direct Voice:** This is when the contact is between the management and the employees without the involvement of trade union.
b. **Indirect Voice:** This is also known as union voice. This is expressed through representative of the employees and it can be power based.

Marchington et al (2001) suggested that employees' voice can be categorized into:

a. **Representative Participation:** This involves the use of union, delegate, committees, etc. He mentioned their types as follows:
    i. **Joint Consultation:** A formal mechanism that provides the means for management to consult employees' representative on matters of mutual interest.
    ii. **Collective Representation:** This is the role of trade union or other forms of staff association in collective bargaining and representing the interest of individual employees and groups of employees.
    iii. **Partnership schemes.** This emphasizes mutual gains and tackling issues in a spirit of cooperation rather than through traditional and adversarial relationships.

b. Upward Problem Solving: This is problem-based and in it, the employee or group of employees can approach the management through:

i. **Upward Communication:** In this, the employees can make representation to management through their representative and through established channels such as:
   - Consultative committees
   - Grievance procedure
   - Speak-up programmes, etc.

ii. **Attitude Survey:** This is seeking the opinions of staff through questionnaires.

iii. **Suggestion Schemes:** The encouragement of employees to make suggestions and it is often accompanied by reward for accepted ideas.

iv. **Project Team:** This is getting group of employees together with line managers to develop new ideas, processes, services, products or to solve problems. Quality circle and improvement groups come into this category.

Expression of Employees' Voice

Boxall and Purcell (2003:167) state that employees' voice can be expressed in the following ways:

- **Little voice:** Information provides
- **Downward:** Right to be told
- **Some:** Opportunity to make suggestion
- **Two way:** They are consulted during decision making
- **Two-way plus:** They are consulted at all stages of decision-making and implementation
- **A lot:** They have the power or right to delay a decision
- **Veto:** They have power to influence outcome of a decision
- **Substantial:** Equality and or co-determination in decision making

Levels of Employees' Voice

The involvement and participation of employees can take various forms at different level in an enterprise. These are:

a. **The Job Level:** In this, the team leaders and their team get together to communicate information about work and exchange ideas about how the work should be done.
b. **The Management Level:** This is when information can be shared and joint decisions made about working arrangements and conditions. There are limits. This is because management and the individual sometime may want to retain authority to do what their function requires.
c. **The Policy-Making Level:** This is when the direction in which the business is going is determined and total participation would imply sharing the power to make key decisions.
d. **The Ownership Level:** This is when participation implies a share in the equity, which is not meaningful unless the workers have sufficient control through voting rights to determine the composition of the board.

Benefits of Employees' Voice

- It improves management system through the tapping of employees' ideas
- It is a tool to improve performance
- It boost workers' motivation and morale
- It gives employees sense of worth and belonging
- It is a tool for workers' maintenance and integration
- It strengthens workers' retention
- It reduces industrial dispute

Barriers to Effective Employees' Voice

Some of the barriers to effective employees' voice are:

- When there is lack of employee enthusiasm
- Essence of necessary skills to implement and manage the programmes and ideas '
- Blockage from line managers through choice or ignorance
- When the share of ideas are only heard and not being translated to reality
- When there is no defined programme aimed at achieving it

How Employees' Voice can be Effective

- Top management
- Good leadership skills

- The use of right mechanism for involvement and participation
- Implementation
- Reward for best ideas
- Proper design of programmes that would enrich employees' voice

Determiners of Employees' Voice

Some of the factors that determine employees' voice are:

- **The values and culture of the organisation:** Is it the type that encourage it or not?
- **Attitude of Management:** The style of management and their perception toward it. It strives with democratic leaders or managers than with autocratic leaders.
- **Trade Union:** It can influence or mare the voice of the workers. A good trade union that mean well to its members present their voice to the management.
- **The Nature of the Employees:** The exposure of the employees and their orientation can influence employees voice
- **Environment:** Where the organisation is situated can influence employees' voice. It flourishes in a capitalist society than in a socialist society.

Planning for Employees' Voice

- Review of the existing voice
- Look at its strengths, weaknesses, opportunities and threat
- Discussion with all stakeholders on how it can be effective (management, line managers, employees, trade union, etc.).
- Develop a new revised approach
- Every stakeholder should be educated on the part they should play.

Conclusion

In this chapter, we looked at employees' engagement, commitment and voice. We looked at what is employees' engagement, components of employees' engagement, the facets of employees' engagement, and the drivers of employees' engagement and outcomes of engagement. We also looked at the benefits of employees' engagement and how it can be enhanced.

In the chapter, we looked at what is workers' commitment, its attributed, components and types. We looked at its benefits and how it can be enhanced. Also, we looked at what is employees' voice, its elements and forms. We also looked at how employees' voice can be expressed, levels and benefits. In the chapter, we looked at its determiners, barriers and how it can be effective. we also looked at how it can be planned

Revision Questions

1. What is employees' engagement? What are the components of employees' engagement?
2. What are the drivers of employees' engagement? What are the outcomes of employees' engagement?
3. What are the benefits of employees' engagement? How can it be enhanced?
4. What is workers' commitment? What are the characteristics of workers' commitment?
5. Discuss the types of workers' commitment
6. What are the benefits of employees' commitment?
7. How can workers commitment be enhanced?
8. What is employees' voice? What are the elements of employees' voice?
9. List and discuss the forms of employees' voice. How can employees' voice be expressed?
10. What are the levels of employees' voice? How can employees' voice be planned?
11. What are the benefits of employees' voice? What are those barriers to employees' voice?
12. Discuss the determiners of employees' voice. How can it be effective?

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Chapter Nineteen (19)

EMPLOYEES' WELLBEING IN AN ORGANIZATION

Introduction

Employees' wellbeing is one of the tasks that are handled by HRM in most organization. For employers to achieve set goals, they need to be concerned with the wellbeing of their employees. In the chapter, we looked at the concept of wellbeing and its basic features.

The chapter also looked at the reasons for employees' wellbeing, types and distinction between employees' wellbeing and employees' engagement. In the chapter, we looked at those factors that can help to promote employees' wellbeing, the strategies of employees' wellbeing, benefits of employees' wellbeing and how it can be improved in an organization.

What is Employees' Wellbeing?

The Oxford Advanced Learners' Dictionary of Current English states that the word wellbeing evolved from two old English words- well and being and denotes the state of being comfortable, healthy and happy. Wellbeing is good health or future; a good, healthy or comfortable state. It supposes to be the most prominent thing of what an organization does. Workers are no longer willing and happy to stay in jobs where they feel like their health and happiness is not a priority and rightly so. A corporate wellbeing should be a foundation of any organization.

According to Stephenson (2010), is the mental, physical, emotional and economic health of an employee influenced by workplace relationships, resources and decisions. In the same vein Saleh (2014) sees it as how an employee feels about various aspect of their life- their home life, their health, their relationship with

others, their jobs and other factors; i.e how their role impacts these things.

Sani (2017) sees employees' wellbeing as an aspect of work life which includes working environment, the climate in the workplace and how the workforce feels about their day to day work. It is a key factor determining an organization's long term success and effectiveness.

From the foregoing definition it can be inferred that employees' wellbeing is a condition at which the employee is at peace with the job – socially, physically, emotionally, financially and in all ramification. It looks at the health of the employee, his life at workplace, at home and his relationship with co-workers and management.

Differences between Employees' Engagement and Wellbeing

Employees' Engagement	Employees' Wellbeing
It is a function of commitment	It is a state of peace and happiness
It is only feasible when there is wellbeing	It is the precursors of engagement
It can only be feasible when a workers is motivated	It is what lead to motivation
It is narrow in scope	It is broader in scope

Types of Employees' Wellbeing

(a) Physical Wellbeing: This refers to good condition of the body rather than the mind, soul or the feelings.

(b) Emotional Wellbeing: This refers to feelings; having good feeling about a thing.

(c) Psychological Wellbeing: This is having good mental processes about a thing.

(d) Social Wellbeing: This is having good relationship with co-workers and management.

(e) Financial Wellbeing: This is having financial stability.

Strategies of Employees' Wellbeing

The strategies of employee's wellbeing are:

- When there is effective communication
- Employees' recognition
- Flexible working
- When the organization encourages personal development
- Team relationships
- Rooms for social interaction
- Work perks
- Good lifestyle choices

Benefits of Employees' Wellbeing

- It improve team focus
- It reduces stress at workplace
- Increased job satisfaction
- Positivity among employee's
- Improve performance/productivity
- Reduces staff turnover
- Increase employees' retentions

Reasons for Employees' Wellbeing

Some of the reasons for being concerned about employees' wellbeing are as follows:

- Employers have a duty of care and this means adopting a socially responsible approach to look after their employees
- Employers are responsible for creating a good working environment not only because it is their duty to do so but also part of the total reward system
- It is in the interest of employers to do so because this will increase the likelihood of their employees being committed to the organization and help to establish it as a best place to work
- It is a correlate of performance and productivity. If the wellbeing of employees is not taken off, performance and productivity will decline
- It is a tool for workers retention
- Through taken care of the wellbeing of employees, set goals and objectives of the organization can be attained.
- It is a tool for workers' maintenance and integration.

Determiners of Employees' Wellbeing

Some of the major determiners of employees' wellbeing in an organization are as follows:

a. **The Work Environment:** The work environment consist of the system of the work, the job design, working conditions and the ways in which people are treated at work by their managers/leaders/heads and co-workers. A good working condition is feasible only if the work system and the jobs are properly design to meet the need of the workers. It did not stop at that, working conditions need to meet the health and safety requirements of the employees. A good working environment enhances employees wellbeing while a bad one is a kill joys, it demotivate and demoralize.
b. **Managerial Behaviour:** This is the manner and way which manager behave; their conduct, comportment and many others. A good manager must know how to treat people right. They must recognize workers with their different needs and wants, their rewarding system, their achievements, helping them to develop, treating them with considerations as no just workers but human beings.
c. **Work Life Balancing:** This has to do with providing scope for employees to balance what they do at work with the responsibilities and interest they have outside work and so reconcile the competing claims of work and home by meeting their own needs as well as those of their employees. The principle of work life balance states *that there should be a balance between an individuals' work and their life outside work, and that this balance should be healthy*.

Work-life balancing is about the achievement by the employees of a satisfactory equilibrium between work and non-work activities such as:

- Parental responsibilities
- Wider caring duties
- Other activities and interest

It can be enhanced by family-friendly policies that facilitate flexible working. This covers home working, part-time working,

compressed working weeks, annualized hours, job sharing, term-time only working and flexible time. It can also involve special schemes like leave that provide employees with the freedom to respond to a domestic crisis or to take a career break without jeopardizing their employment status. A work-life balance can help to:

- Lower absence
- Tackle low morale
- Lower stress and
- Manage attrition

d. Managing Stress: Stress is a strain felt by somebody (employee). It is the mental, emotional, or physical strain caused e.g. by anxiety or by over work. It may cause such symptoms as raised blood pressure or depression. Stress affects all categories of workers. A good organization should know how to manage stress among its employees. Some of the reasons why an organization should manage stress are:

- It affects the quality of work
- It can causes illness
- It could lead to decline in productivity/performance/effectives
- It can affect interest on the job (motivation and morale)

Some of the ways in which stress can be managed are:

- Job design
- Targets and performance standards
- Job placement
- Job enrichment
- Career development
- Performance management process
- Counseling
- Anti-bullying campaigns
- Management training

e. Harassment: This is a threatening or tormenting behaviour. It is an act that persistently annoys, attack or bothers somebody or someone. It can appear in different ways in an organization. The notable way it appears is through

- Persecution
- Pestering
- Provocation

- Inflammation, etc.

i. **Sexual Harassment:** This is unwanted sexual advances. It is unwanted sex related behaviour toward somebody, e.g. touching somebody or making suggestive or sensual remarks, especially by somebody with authority toward a subordinate. Every organization has its policy and procedure of handling issues like this. It is a difficult issue and high caution must be exhibited in dealing with it. It can easily be managed once there are facts to substantiate that it has actually happened.

ii. **Bullying:** This is a form of harassment and can be very unpleasant. It is the intimidation of a weak or junior person. It is the process of intimidating or mistreating somebody weaker or in a more vulnerable situation. Bullying can manifest in the form of the followings:
   - Intimidation
   - Maltreatment
   - Oppression
   - Victimization
   - Hounding, etc.

Like sexual harassment, it can be hard to prove and most employees are reluctant to complain about a bullying boss. A good organization should have a policy that defines bullying as an unacceptable behavior and states how victims can seek redress.

An organization that wants to improve the wellbeing of its employees should ensure that workers are not subjected to whatsoever form of harassment-whether sexual or bullying. This is because their existence is serious threat to the wellbeing of the workers and the success of the organization as a whole.

f. **Services for Individual Workers:** This is another way to promote the wellbeing of workers in an organization. The presence of these services may help the workers to concentrate and give out their best on their jobs. The services can be in the form of the following:

- **Counseling:** This can help to manage situations like
- **Sickness:** When a worker is absent from work for long period due illness. A visit and support can encourage the worker

- **Bereavement:** Advice on how to cope with the death of a love one
- **Domestic problems:** Service on how they can be coped and managed
- **Retirement:** How to plan retirement and how to live after retirement.
    - Restaurants facilities and services
    - Sports and social clubs
    - Child-care facilities like day-care, crèche

How Employees' Wellbeing can be improved

Wellbeing of employees can be improved in the following ways:

- Establishing boundaries between work and personal time
- Set up regular one to one meeting
- Encourage regular breaks
- Set wellbeing goals
- Check in with your workforce

Conclusion

Employers have the responsibility to care for their employees. This is because the health of their employee is the health of their organization. A good organization should have in place way to promote and manage the wellbeing of their employees. This chapter looked at what is wellbeing, the features and types of employees' wellbeing.

In the chapter, we looked at those reasons for employee's wellbeing, strategies and benefits of employees' wellbeing. Also, we looked at those factors that can influence the wellbeing of employees in an organization.

Revision Questions

1. What does employees' wellbeing mean?
2. What are the reasons for employees' wellbeing?
3. Is employees' wellbeing a correlate of productivity? Discuss this in relations to the statement that the health of an employee is the health of an organization.
4. What are those factors that promote employees' wellbeing?

5. How can stress managed in an organization?
6. Discuss the role of work environment to the wellbeing of an employee

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Glossary

A Known Leader: This is a type of leader that the position is assured by the fact that everyone knows and understand

Abraham Irving Maslow: This is an American psychologist and a professor of psychology at the *University of Bandies.* Maslow developed a theory that people are motivated by desired to satisfy groups of needs and they tend to satisfy their needs progressively, starting with the basic, moving to higher ones as defined in the pyramid

Acceptance Letter of Employment: This is a letter that a new hired employee wrote to indicate his acceptance of employment offer

Accountability: This has do with answerability of action, the capability to explain

Action Centred Leadership: This is also called group theory. It was propounded by Professor John Adair. He states that leadership is based on what the leader does to meet the needs of task, group and individual

Action-Observe Effect: This is when we judged others, we tend to assume that failure is due to their lack of ability rather than caused by situation

Active Decision: A decision is active when choice is committed, keen and practicing

Administrative Action: It is a legal action concerning the conduct of a public administrative body. This kind of action can for example lead to the reversal of certain decisions by public bodies or compel an authority to take a certain action

Administrative Approach: This involves making use of administrative and regulatory mechanism

Administrative Appropriateness: This is the quality or fact of being precise, exact, and meticulous in handling administrative actions

Administrative Assistant: A person employed by an individual or in an office to assist with correspondence, keep records, make

appointments and carry out similar tasks

Administrative Correctness: This is the process of ensuring that administrative process and actions are free from error, conforming to fact or truth and high level of accuracy

Administrative Corruption: This is a type of corruption that is concerned with the management of the state. It is carried by public servants or through action of public bureaucracy

Administrative Decentralization: This has to do with the redistribution of decision making authority, responsibility and financial resources for providing public services among different levels of government and between the public and private sector

Administrative Decision: This is a verdict, determination and firmness in choosing or reflecting a course of action. Any decision made by an administrator or by a tribunal

Administrative Delay: This is the inability or failure to carry out an action due to unnecessary administrative processes

Administrative Economy: The process in which a state directly manage production, distribution and consumption using certain rules and procedures

Administrative Effectiveness: This is the ability of the organization to achieve set goals and objectives

Administrative Efficiency: It is the ability to present, maintain and preserve your thoughts, research, legal papers and other substantial matters

Administrative Errors: It is an error resulting from improper administration or execution of a survey. Such errors can be caused by carelessness, confusion, neglect, omission or another blunder

Administrative Flaws: These are short coming mistake and fault that emanated as a result of administrative actions

Administrative Injustice: This is the violation of right or the right of others in the course of carrying out administrative proceeding

Administrative Justice: This is the exercise by an administrative agency of judicial powers delegated to the agency by a legislative body. The agencies typically possess both legislative and

judicial powers in their area of authority

Administrative Man: The model believes that it is impossible to make perfect rational decision. It went further to stress that rationality and optimality is a utopian concept and something mostly impossible

Administrative Manager: This is a person who supervises day to day activities, coordinate clerical tasks, and head teams of administrative officers

Administrative Policies: These are those policies that inform the employees of the office's rules, expectation, values and the related issues such as paid time off and health insurance eligibility. It must cover wide array of needs within the organization and serve as a guide for how it operates

Administrative Politeness: This is the level of civility and good manners display while administering a function

Administrative Politics: This is the action or activities concerned with achieving and using power in the process discharging administrative functions

Administrative Principles: These are set of principle which determine the existence and functioning of administration

Administrative Procedures: This is a method by which support or orders are made and enforced by an agency rather than by courts and judges

Administrative Strategies: These are those measures that provide feedback and direction to team members so that everyone knows of their value and is aligned towards achieving the same targets

Administrative Tactics: This is the art and science maneuverings administrative skills to achieve organizational goals

Application Service Provider: This is a company that provides one more program or functions such as accounting on behalf of an enterprise, freeing it to concentrate on its primary business

Appointed Leader: In this type of leaders whose influence arises directly out of his position; it is legitimized by the fact that the leaders has gone through the process of selection

Approbation: The formal sanction of an act. The official approving, authorizing or sanctioning of something

Appropriation Request: A request for funds to undertake a capital project

Approval Strike: A strike approved by a union. A strike that is sanctioned by a labour union

Apropos: The state of being appropriate in a specific situation

Aptitude Test: A test to determine whether somebody is likely to be able to develop the skills required for a specific kind of work

Assumption of Study: This is the day a newly employed worker commences a work. The employee must fill the assumption of study form and it will be kept along with the other documents of the employee in employee's file in the organization

Attribution Theory: This is the work of Fritz Heider. The theory talks on the way an individual make sense of other people's behaviour through attributing characteristics to them by judging their behavior and intentions on past knowledge and in comparison with other people they know. The theory states that human action is a function of perceived cause of behaviour and interpretation

Authority: This is the right to guide or direct the actions of other and to exact from them responses which are appropriate to the attainment of the purpose of the organization

Autocratic Leader: This is a type of leader that does not knows how to manage people but can manage production

Balkanization: A division of an area or group into smaller and often hostile units

Band Together: To unite as a group or to form a group in order to achieve a goal

Basic Decision: It is a decision that is strategized and usually taken at a unique circumstance or to deal with a unique problem

Behaviour: This is the way in which a person or group responds to specific set of conditions

Behavioural Theory of Leadership: The theory sees leadership as a function of manners, comportment and the conduct of the leader.

Belbin: This is also another study under Style theory of leadership. It states that an organization must have either a solo leader (He does not involves employees) and a

team leader (He involves the employees in making decision)

Benevolent Leader: This is a type of leader that is a bit autocratic and democratic; he is a dictator and also consults the subordinate when taking decision

Brainstorming: This technique of decision was developed by sir *Alex Osborne*. It is quick and involves creative thinking

Bureaucratic Leader: This is a type of leader that is assured by rank hold by the leader. The leader emerged by rank or his level

Centralization: This is a situation in which power and authority are situated at the centre or one hand

Charismatic Leader: This is a type of leader that gains influences mainly from strength of personality

Charismatic Leadership Theory: This is the work of J.R House. House analyzed the behaviour, value and attitude of political leaders and found charismatic characteristics in them

Charles Perrow: He is the proponent of organizational framework and Dynamic. He propounded it in 1973.

Choice Making: It is a narrow set of activities associated with choosing one option from set of already identified alternative

Choice: It is a course of action in preference of others. It is the critical and integral aspect of decision making

Chris Argyris: He is a professor of management at the University of Yale. Argyris conducted a study on the relationship between people's need and the needs of the organization

Civil Organizations: These are organization that are create to mobile and represent the opinion of members

Civil Servant: This a person employed in the public sector by a government department or agency for public sector undertakings.

Civil Service Rule: These are rules that govern personnel practices and binding for state classified employees in all state agencies and department

Code Book: A book containing a key to a code or codes

Code of Behaviour: This is a set of conventional principle and expectations that are

considered binding on any person who is a member of a particular group

Code of Conduct: A set of unwritten rules according to which people in a particular group, class or situation are supposed to behave

Code Practice: This is a set of rules according to which people in a particular profession are expected to behave

Code Word: A secret word or phrase that is used to identify a person, operation, or organization whose time identity is to be kept hidden

Co-dependency: The dependence of two people, group or organization on each other

Co-determination: This is the cooperation between management and employees in making decisions

Co-director: Somebody who directs something, e.g an organization, institution, movie, etc. in partnership with another person or other people

Communication Skills: This is the ability to convey or share ideas and feelings effectively

Communication: This is a process through which message; information, ideas and thought are conveyed and received from one person to another

Confidential Communication: A privileged communication with somebody such as a professional or an administrator (lawyer, manager, doctor, etc.)

Confidential Contract: A contract for the transportation of good that is protected by a legal guarantee of confidentiality

Confidential: An activity or act that is to be kept private or secrete. It is an action that is carried out or reveal in the expectation that anything done or revealed will be kept private

Confidentially Agreement: A contract that requires one page usually an employee or contractor, not to reveal information that they acquire while working for an employee or client

Confirmation Letter: This is a formal letter that is sent to an employee to confirm that he has been hired and that he or her *start date* is confirmed

Conflict of Interest: A conflict between the public and private interest of something in an official position or conflict

between a numbers of public positions

Conformed Copy: A document identical to an original, except that details of signatures and seals are typewritten. It is any document with simulated signatures

Congregant: A member of a congregation

Congregation: This is a group of people who come together to achieve a certain task

Connectionism: A theory that thoughts and behavior are based on patterns of stimulus and response those have being either inherited or learned

Connect-the-D of: The gathering of information or facts from different sources to make a coherent whole

Content Theories of Motivation: These theories assume that all human beings or employees possess the same set of needs. The theories state that needs are the same and do not change

Contingency Theory of Leadership: The theory states that the style that works at the moment is the best

Contingency Theory of Organization Structure: This is a theory of organizational structure that states that there is no one best way of designing as organization, every organization must model it structure to suit it needs

Contrasting: It is a type of privatization that the ownership continues to remain with the government but the management is privatized by contracting out production and distribution of services of these enterprises to private organizations

Conventions: It is a usage or accepted way of behaving, especially in social situation. A way or behaviour that is considered to be correct or polite

Convictional Corruption: This is type of corruption that is concerned with things that are religious or act that are forbidden by religious groups. They are things that are not seen as holy or blessed; sacrilegious

Corruption: This is the deviation from setting culture and standard of ethical behaviour

Country Club Leader: This is a type of leader that is people friendly. The leader knows how to relate with people but does

not know how to manage production

Cultural Corruption: This is a type of corruption that affects the belief system, custom and the tradition of a place

David McClelland: He is a professor of psychology at the Harvard University. He came up with a theory in his work, *personality and organization* in 1957. The theory is known as *achievement motivation theory*

Decentralization: This is a situation in which power, authority responsibilities and functions are shared between the centre and other subordinate unit

Decision Making: The process of making choices or reaching conclusion especially on important matters

Decision Theory: The study of the best possible outcomes for decision made under varying conditions

Decision Tree: A diagram set out like the branches of a tree that shows the correspondence of a decision, each entailing a course of action that requires various other decisions

Decision: The ability to choose or decide about things in a clear and definite way without too much hesitation or delay

Decisiveness: Showing an ability to make decision quickly and clearly

Deconcentration: This is the redistribution of power, authority, functions and responsibility among different levels within the central government. It is the decongestion of workload from the centre or national headquarters to staff outside the national capital

Delegation: It is the assigning of duties to others to use their judgment in meeting specific problems within the framework of their duties

Deliberate Corruption: This is a type of corruption that is done intentionally. It is premeditated, planned and designed

Delphi Technique: This technique uses creative ideas of a group of people with much knowledge about the issue at hand

Departmentalization: This is the formal structure of an organization. It is the process of grouping activities into department

Desired Goal: This is the result that is planned or intended

Devolution: It is the transfer of responsibility for specific local service to autonomous local units that are elected by the local population and are granted the power to raise their own revenue and to decided policy directions

Diagonal Form of Communication: It is a direct form of communication that does not follow hierarchy or chain of command

Disciplinary Action: It is a corrective action in response to employee misconduct, rule, violation or proper performance

Disciplinary Procedures: This is a clear process enabling employers to address issues of misconduct that might be committed by employees during their course of employment

Discipline: The practice or method of teaching and enforcing acceptable patterns of behavior. A training to ensure proper behaviour

Divestment: This amounts to selling stock to the public through sale of equity. It aims at reducing government expenditure by withdrawing government's presence in areas which can be better managed by private

Division of Work: This is the breaking of task into smaller segment so that it can be taken by an individual worker

Divisional Departmentalization: This is when the organization has established independent line of business that operates as separate companies, all contributing to the corporation's profitability

Douglas McGregor: He is a student of Abraham Maslow and also a professor of management. He came up with two sets of propositions and assumptions about the nature and behaviour of people in an organization

Downsize: This is when an organization reduces the numbers of its workforces

Downward Communication: This is a form of communication that travels from the superior to the to the subordinate

Dynamic Administration: These are the ideas of *Mary Parker Follet* that were all put together in 1941.

E-Administration: This refers to any number of mechanisms which transform organizations

from paper processing to electronic processing. It is the application of technology in administering an organization

Economic Corruption: This is a type of corruption that focuses on business activities. It affects material goods and financial resource

Economic Power: This type of power involves the use of economic resources at a person's disposal to control the actions of other

Edgar Schien: He is a professor of management at MIT Sloan School of management. In his work, organization*, culture and leadership* published in 1961, he came up with four ways employees are motivated

Employer Association: This is an organization of employers usually working in a similar area and it provides support for its member and negotiates in industrial disputes

Employer: This is a person, business or organization that hires and pays one or more workers

Employment Contract: This is a contract issued to an employee setting out the right and responsibilities of the employee and his or her employer

Employment Decision: This is the process of sourcing for information by an organization from referees to ascertain the credibility of a job applicant; it is at this stage that the applicant is offered the letter of acceptance or hired for the job in an organization

Employment Insurance: This is a financial support for the unemployed in a society

Employment Interview: It is the process of employees' selection where a prospective employee is subjected to through question, interrogation and discusses in order to ascertain that he or she is fitted with an organization

Employment Test: This is a process of employees' selection in which prospective employees are subjected to either a written or oral examination so as to ensure that the best and capable employees are hired

Equity Theory: This is the work of J.S Adams. The theory focuses on people's feelings, how they are being treated in comparison with the treatment that is being received by others. Equity theory states that people are not only

interested in rewards as it is the central point in the expectancy theory but are interested in comparative nature of rewards

Establishment: It is a place, undertaking or an institution where an organization operates

Esteem Needs: These are things like self-worth, self-regard, self-respect, integrity, status, etc.

Etiquette: These are rules of acceptable behaviour. The rules and conventions governing correct or polite behavior in an office, an organization, group, profession, situation or a society

Expectancy Theory: This is the work of victor Vroom in 1960. A key point of the theory is that an individual's behaviour is formed not on an objective reality but on his or her objective perception of that reality

Expectancy: This is the propensity that certain action will lead to certain outcomes. It is the extent of the individual's perception or belief that a particular act will produce a particular outcome.

Exploitation Leader: In this type of leadership, control process is concentrated at the top. The leader is a boss and he is always right

External Perception Prestige: This is a type of prestige that is built from perception of the outside world. It is how the outside world view the organization and its employees

External Supervision: It is a form of supervision that is done by an outside body

Extrinsic Motivation: This is type of motivation that deals with tangible things like salary, promotion fringe benefits, security, contract of service, etc.

Flippo Five Points of Interview: It is a principle of interview propounded *Edwind Flippo* in 1975. They are: preparation, setting, conduct of the interviewer, close and evaluation

Forces of Darkness: This is an organizational practice that is based on mechanistic style of management. It gives emphasizes to classical theories (Fayolism, Taylorism, Weberism)

Forces of Right: According to *Charles Perrow*, it is the human school or relation that gives

emphasizes to the worker than the work

Formal Channel of Communication: This is a channel that is done or carried out in accordance with established or prescribed rules

Formal Leader: This is a leader that emerges from defined laws. The leader passes through a defined process and his role and how he relates and what is expected of him are statutory defined

Formal Organization: This is a planned pattern of group of behavior designed to achieve an objective

Formality: This is the compliance with formal and conventional rules. It is an established form or procedure that is required

Franchising: It is a form of privatization where government continues to remain the owner but it authorizes the private sector to deliver services in selected areas

Frederick Harold Herzberg: He is the person that came up with an insight on motivation theory known as two factors theory. It is also known as motivation-Hygiene theory. It was developed in 1961. According Herzberg, certain factors led to job satisfaction and he termed them as motivators. He called those that prevent dissatisfaction as the hygiene factors

Fringe Benefit: An additional benefit provided to an employee e.g. a company car or health insurance

Fulfillment: This is the satisfaction that is felt after the result is attained

Functional Authority: This refers to the authority this exercised by specialist in an organization. The holder of functional authority exercise limited rights to command in matters pertaining to that function

Functional Leader: This is a type of leader that is assured by expertise

Functional Organization: It is a type of organizational structure that uses the principle of specialization based on function or role. Employees are grouped into different departments based on areas of expertise

Gaming: This was developed by *Von Neumann* and *Morgenstein*. It sees decision as an activity between

competing groups, a competition that there must be winner and a loser

Goal Setting: It is the process of deciding what you want to achieve or what you want someone else to achieve for a certain period

Goal theory: This is the work of Edwin lock. He came up with the theory in 1967. The goals theory of motivation is based on the promise that people's goals or intentions play an important part in determining behaviour. The theory state's that goals guide people's response and actions and direct work, behavior and performance; this will in turn lead to certain action

Grapevine: It is also known as rumors mill. It is an inevitable part of an organization life. History has it that it traced its root in USA and during the civil war. During the war, telegraph lines were strung on tree to carry military intelligence and it was in a pattern of grapevine. It is any messages that are unofficial but are real.

Gratuity: A small gift, usually of money given to somebody after years of active service

Great Man Theory: This is another type of leadership. It stemmed from the trait theory. It is postulated by *Ghiselli*. It is the variance of *Ghiselli* on the trait and leadership. It stresses that traits are innate and cannot be taught or learned; that it follows bloodline

Handy's Motivational Calculus: This is the work of *Professor Charles Handy* . He developed the calculus theory in his work, *understanding organization* in 1993. He suggests that for any individual decision, there is a conscious or unconscious assessment of three factors which he called motivational calculus. These factors are: the individual's need, the desired results and the e-factors which are: effort, emotion energy expenditure and excitement

Hawthorne Study: This is also known as the human relation. It is the work of Professor Elton Mayo and his associate at the *Western Electricity Company in Chicago*. The study emphasizes the need value the worker, informal relationship and the importance of a group.

High Morale: This when the employee works not merely for the sake of emoluments that is attached to it but because the employee feels a sense of self-fulfillment and satisfaction in doing it

Hired Gun: This is an expert brought in to solve a particular complex or intractable problem in an organization

Hiring Hall: This is an employment agency for union members; a union-operated employment agency where registered application are given job on a seniority basis or by rotation

Humanistic Theory of Organization: This is also known as social psychological theory of organization. It evolved from Hawthorn experiment by Elton Mayo and his associate from Hawthorn theory of organization. It evolved from Hawthorn experiment by Elton Mayo and his associate in 1929. The theory places emphasis on people, human motivation and informal groups.

Hybrid Structure: This is a structural design aimed at achieving efficiency, innovation and adaption to change

Identification of Problem: It is a first stage in any fact finding. It basis was traced from the scientific process of John Dewey in 1936. It entails identifying the root cause of a problem with the intention of finding a solution

Impoverished Manager: This is a type of leader that is not concerned with both people and production

Industralism: The organization of an economy or a society around extensive manufacturing rather than on agriculture, the production of handicrafts

Industrial Accident: An accident, often causing injury that is job related in that is usually happens on a work site such as factory floor or a construction site

Industrial Arts: A branch of education that develops the skills needed by workers in an industry

Industrial Award: A judgment made by an industrial commission or a similar body in settlement of a dispute between employees and employers

Industrial Commission: Government body for the management of industrial disputes

Industrial Democracy: Workers involvement in management

Industrial Disease: This is a disease affecting people as a result of the work they do

Industrial Espionage: The secrete removal, copying or recording of confidential or valuable information in a company for use by a competitor

Industrial Misconduct: The wrong doing by an employee in a work place

Industrial Relations: Relation between organized management and labour

Industrial Strength: Something very strong or powerful

Industrial Tribunal: A court that rules on disputes between employees and management

Industrial Union: A labour union made up of workers with different occupations who are all employed in one industry

Informal Communication: This form of communication takes place outside the formal framework and it is spontaneous and it is not deliberated by the management

Informal Leader: In this type, the leader emerges from process that are not defined

Informal Organization: This is human interaction that occurs simultaneously and naturally without overt influences. It is not planned and it does not have design pattern to achieve goal

Inspection: It is the critical examination of an act base on stimulated standard

Instruction: This is the direction or the act of giving an order or rules in carrying a task

Instrumentality: This is the probability that a certain action will lead to a reward. This is the extent to which the individual perceives that effective performance will lead to desired rewards

Integration Theory: It is a theory of industrial conflict that is developed by Pinots. Its emphasizes round table discussion; the identification of the various units of an industrial relation problems with a view to bringing them together into a composite wholes for an optimum ultimate solution

Internal Supervision: This is a type of supervision that is done within an organization. It respects hierarchy and is based on formal authority

Interpersonal Relations: This is a social connection or affiliation between two or more people

Interpersonal Skills: These are behaviour and tactics a person uses to interact with others effectively. People use interpersonal skill all the time when dealing with others, whether in the work place, in social situation, or within a family

Intrinsic Motivation: They are those things that stimulate the worker or an individual within; they are innate and inborn. They are mostly psychological and things that are not visible

Investigation: This means to carry a systematic inquiry in an allegation or incidence so as to establish the truth

Job Action: A short-term action by workers to achieve demands or protest policies

Job Action: It is a short term action by workers, e.g. slow down to achieve demand or protest policies

Job Centre: This is a place where jobs are advertised

Job Club: This is a local association formed to facilitate self-help in the search for work and monitor progress in finding work

Job Displacement: This is the elimination of a position in an organization. It is the dismissal of a worker because his or her job has been deemed no longer necessary. It is also known as employment displacement

Job Holder: This somebody with regular job; a job holder of a regular job

Job Hunt: This is to look for a job

Job Lock: This is the fear and willingness to change jobs for fear of losing important employment benefits

Jobbing: This is process of working on a casual basis

Job-Hop: This is to change jobs frequently, especially in working for different organization

Jobs worth: This is a minor official who insist on following regulation to the letter, especially with the intention of being deliberately obstructive

Job-Sharing: This is the system of dividing up the responsibilities of a single fulltime job between two or more part-time workers

Labour Force Participation Rate: The percentage of the working age population that is employed or looking for work

Labour Intensive: Something needing lot of workers, involving a relatively high number of workers or greater costs for labour than for others areas such as materials, machines or design

Labour Law: These are laws governing work and employment

Labour Pool: Large group of potential workers; the broader set form which workers are recruited

Labour Relations: The relationship between employers and employees

Labour Under: To have a false belief. To be at a disadvantage because of believing something to be true that is not

Labour Union: An organization of wage earners that is set up to serve and advance its members interest in term of wages, benefits, and working hours and condition

Labour: A person who works at a job that requires physical strength and stamina

Labourism: A political or social movement that upholds the rights of workers or support for this movement

Lateral Form of Communication: It is a form of communication among people on the same level in the organization

Law Enforcement: An officer or agency responsible for enforcing the law

Law of Average: An unscientific but reasonable assumption that things are bound to change sometime

Law of Effect: The theory that behaviour that is rewarded is more likely to be repeated than behaviour that is not rewarded. It was put forward by Lee Thorndike

Lay Off: This is a temporal suspension of employment, often used in response to short term challenges

Leadership: This is a person who influences others or group toward the achievement of goals

Lemon Squeezer: This is a leader who knows how to get the best from his workers.

Leveling: This is a barrier in communication when the message receiver eliminates what he feels are unnecessary details in the message

Line and Staff Organization: In this type of organization

that represents a group of people with various kinds of knowledge which is formally constituted to solve specific problems of the organization

Line Authority: It is the ultimate authority to command or decide on matters affecting others

Linear Programming: This is a method of finding the maximum and minimum value of a linear (variable that change proportionally) transformation using variables that are subject to constraint. It is use to determine optimal combination of limited resources to solve and achieve organizational objective

Liquidation: This implies shutting down the enterprise

Long Range Decision: It is a type of decisions that are strategic; required planning, involves level of risk and easier to be felt than to be seen. It is not based on forecasting and it does not deal with future decision based on the say that people neither predict nor control the future

Love Needs: These are things like love, affection, belonging, interaction, relationship, acceptance, affiliation, etc.

Low Morale: This is another type or form of morale that manifest in the form of frustration, lower productivity, hostility, dissatisfaction, inefficiency, etc.

Man Friday: A man acting as an assistant or servant who is loyal and able to the many things

Managed Economy: An economy in which the government own large parts of industry and set prices for goods and service

Management Bandwith: The quality of a company's management as measured by the strength and expertise of its managers

Management Consultant: A professional person or firm hired by the manager of an organization, usually on a short term contract to provide expertise or to perform a particular service

Management Information System: A system for gathering the financial, production, and other information that managers need to operate a business especially that is computerized

Management Union: A labour union that represent managers

in negotiations with the employers

Managerial Grid: This is a study of *Blake* and *Morton*. It was conducted in 1980. The study came up with a *grid*, a reference line that is used to find the position of a specific point. They use the grid to come up with five different leadership styles

Managerial Slack: Poor management through lack of competition or inefficient management resulting from a lack of competition from other companies

Managerialism: The application of the techniques of managing a commercial business to the running of some other organization such as local government or public service

Managing Director: Somebody, usually the head of a board of directors, who has administrative control over a larger company or other commercial organization

Managing Editor: Somebody in change of editorial process

Many Parker Follet: She is an American social worker, management consultant and one of the pioneers in the fields of organizational theory and behaviour

Matrix Structure: This is also called project organization. In matrix organization, two types of design exist simultaneously. The permanent functional departments have authority for the performance and professional standards for their units while project teams are created as needed to carry out specific programmes

Middle of the Road Leader: This is a type of leader that has average knowledge on how to manage production and people

Military Power: This is also another power that is exercised by those who control the instrument of suppression like the armed force

Modus Operandi: This is a method or a way of doing a thing or carrying out a particular action

Modus Vivendi: This is a practical arrangement that allows conflicting people, groups or ideas to co-exist

Monte Carlo: This is also another quantitative tool that is based on probability factors and predictive elements. It always asked questions such as what is the likelihood or

chances of an event, combination of an event, usage of a certain process, certain special material and the quantity

Morale: This is a state of mind and emotion affecting the attitude and the willingness to work which in turn affects individuals and organization objectives

Motivation: It is the need or drive within an individual that drives a person toward the attainment of goal

Motivator: These are those things that propelled an individual toward a particular action

Munro Frazer Principle: It is principle of interview that was propounded by John Munro Frazer in 1954. He listed them as first impression, and physical make up, qualification and expectation, innate abilities, motivation and adjustment

Naturalism Theory of Conflict: This is a theory of conflict that states that nature will always have a way of solving its problem. It states that if a conflict persist or kept reoccurring, it should be left to nature. The two parties will retire when they are tired or one is eliminated or when one leave the place or the setting.

Need: This an expectation or intention

Nominal Grouping: This is one of the techniques of decision making that was developed by Andre Del Bec and Andre Vander Ven. The technique is highly structured and has series of stages

Non-programmed Decision: It is type of decision that involves little risk, uncertainly and it essence is to standardize greater production and efficiency

Non-quantitative Basis of Decision: These are decision that are not traced from factors that are measurable, numerical and quantifiable

Non-verbal Communication: This is a method of communication through gesture, postures, sign etc. It is based on feelings, attitudes, emotion and impression. It is tacit and silence

Obedience: This is the compliance of authority

Offer for Employment: This is a letter that is given to a newly hired worker and it inform him or her that he or

her has been offered a job in the organization

Office Management: This is the technique of planning, organizing, coordinating and controlling office activities with the view to achieve business objectives; it is concerned with efficient and effective performance of the office works

Ohio State Leadership Studies: This is one of the studies on the *behaviour theory* of leadership. It was undertaken by *Bureau of Business Research* of Ohio state University. The sole objective of the study is to find out the effect of leadership styles on group performance

Ombudsman: This is a person who investigates, resolves complaints from consumer or other member of the public against a company, institution or any organization

Onboarding: The process of introducing a newly hired employee into an organization. It is also known as organization socialization

Operational Study: It involves bringing together available data or specific problem through optimization, input and output relations and mathematical models

Organization as a Culture: This approach sees an organization in term of its belief, values and ideals

Organization as a Function: This deals with the role, actions and outcomes of an organization

Organization as a Machine: This is one of the notable way in which an organization can be approached. It assumes that an organization can be considered in mechanistic term. This implies that an organization is a machine; it is designed to perform a function. It has parts and these parts interact

Organization as a Need and Responses: This is one of the approaches of an organization. All organizations are created to satisfy one need or the other. It is the need and the responses to satisfy it that leads to the formation of most organization

Organization as a Person: This is also one of the approaches of an organization. It sees organization as a collection of persons with skills, knowledge and experience

Organization as a Society: This is one of the attributes of an organization. This approach

believes that an organization is a miniature of the society

Organizational Based Prestige: This is the type of prestige that is created by the organization. The organization created such values to attract it. Example is the reputation of football club like *Liverpool*, *Real Madrid*, *Barcelona* have created to themselves the through the trophy they have won and their pattern of football

Organizational Chart: This is a diagrammatical representation of the functions, department or positions of the organization and its show how they are related

Organizational Decision: This is a type of decision that is being made by the manager in their official capacity as a controller or allocator of organizational resources

Organizational Design: This is the process of choosing the best type of organizational structure at a given situation

Organizational Dynamic: This is the process of continuously strengthening resources and enhancing employee performance

Organizational Structure: This is a formalized procedure through which an organization is managed. It is the framework within management operates

Passive Decision: It is a type of decision that is docile, unresponsive and reflexive

Paternalistic Leadership: It is also known as *Japanese model of leadership*. In this style, the manager assumes a fatherly function and sees employees as his own children

Path Goal Theory: This is the theory of leadership that attempts to create a relationship between leadership, motivation, job satisfaction and workers performance

Penalties: this is a legal or official punishment for committing a crime or other offence, e.g. a fine or imprisonment

Penology: The scientific study and practice of how crime is punished, how prisons are managed and how rehabilitation is handled

Pension Administration: This is a service that involves carrying out the strategic decisions and actions required

of defined benefit (DB) pension plan sponsors

Pension Off: This is a process in which someone is forced into retirement into retirement with a pension

Pension Plan: A scheme in which somebody pays regular amounts of money to a company that invests it to provide a pension

Pension Reversion: The closing down of a pension plan by a company in order to claim surplus assets

Pension: A fixed amount of money paid regularly to somebody during retirement by the government, a former employer or an insurance company

Pensioner: A receipt of a pension, especially who has retired from work

Person Grata: This is somebody who is acceptable to others, especially as a diplomat

Person Non-Grata: A diplomat who is unacceptable to the country to which he or she is sent

Personage: A distinguished, important and a famous person

Personal Allowance: This is the amount of money a person is entitled to earn before paying tax

Personal Appearance: The visual aspect of somebody especially with regard to personal cleanness and neatness of clothing

Personal Assistant: This is somebody employed to perform secretarial and administrative tasks for somebody such as an executive who has many responsibilities

Personal Decision: This is a decision that is taken by an individual

Personal Information Manager: A piece of software that organizes random roles, contacts and appointment for fast access

Personal Organizer: A date book that also contains personal information and has replaceable pages so that it can be kept up to date

Personal Service Corporation: An incorporated business that carries out personal service in health, law, accounting, engineering, performing arts and others fields and meets ownership and service tests determined by tax authorities

Personalism: Quickly mode of expression or behaviour

Peter Drucker: He is an Austrian American management consultant, educator, and author who contributed to philosophy and practice of modern management theory

Physiological Needs: These are need for food, sleep sex, shelter, clothing etc.

Political Corruption: This is a type of corruption that is concerned with government, state or it is related to civil administration of government

Political Decentralization: This is when a specific power, function, responsibility and resources are given or transfer by the centre to other sub-national or component units

Political Organization: These are organization that are created to win election and control a state

Political Power: This is a type of power that is being exercised by a government in the management of the power that involves the use of physical force to compel obedience

Power: This is the ability to control the action of others through the possession of means of sanction

Prestige: This is the attractiveness and importance that is obvious or enviable and associated with a group or an organization. It is relative and it varies with the views. It is a practice that cannot be measured in absolute terms

Principle of Correct Orientation: This principle states that a structure should be influenced more by the work to be done and not by the personality and capabilities of individuals correctly executing the work

Principle of Correspondence: This is also one of the principles of organizational structure. It states that authority and responsibility must correspond at all level

Principle of Separation: This is a principle of organization that state that task and function should be defined and be separated from each other

Private Organization: These are organization that are created by individuals or groups

Privatization: It is the transfer of ownership and management of country's economic activities from the

public sector to the private sector

Problem Solving: This is a broad set of activities that prompted attention; it involves finding and implementing course of action to correct an unsatisfied situation

Problem Solving: This is the process of achieving a goal by overcoming obstacles

Process Departmentalization: It is a manner or practice of implementing a process through combining related activities into separate groups. It is the grouping of activities on the basis of techniques and methods

Process Theories of Motivation: The process theories concentrate on the way outcomes become desirable and are pursued by people. It believes that needs varies. The theories focuses on cognitive processes that creates these differences

Professional Supervision: It is also known as specialized supervision. This is a type of supervision that is based on professional practices

Programmed Decision: This is a type of decision that is planned, set, present and automated; it is routine and repetitive. They operate based on established rules

Protocol Statement: A statement that can be immediately verified by experience

Protocol: These are rules or convention of correct behavior on official or ceremonial occasions

Public Housing: Housing managed by the government and provided at a relative law as a form of public assistance

Public Intellectual: An expert within a particular field whose opinions and published works are well known and who frequently appears in the media to comment on newsworthy issues

Public Interest: This is the general interest in issues; it is the general level of interest shown by people toward an issue, event or a particular function

Public Law: The branch of law that deals with a state and its relationship with the citizens

Public Opinion: The general attitudes or feeling of the public concerning an issue especially when this has an effect on political decision making

Public Organization: These are organizations that are owned by the state or government

Public Ownership: This is the ownership by the state of something regarded as national asset such as coal, water, the telecommunication industry, etc.

Public Private Partnership: This is a partnership between government and the private sector for the purpose of more effectively providing services and infrastructure traditionally provided by the public sector.

Public Relations: The practice or profession of establishing, maintaining or improving a favourable relationship between an institution or person and the public

Public Sector: This is a portion of a nation's affair, especially economic affairs, that is controlled by government agencies

Public Servant: Holder of government position, an appointed or elected holder of government position or office

Public Servant: This is an appointed or elected holder of a government position or office. It is any employee of the state

Public Service: This is government employment and also an activity or business of providing the public with essential goods or services such as road, electricity etc.

Public Spending: The spending of money by government and government bodies

Public Trustee: An official who manages the estates of those who are deemed not mentally competent in law or those who die without wills but have minor heirs

Public Utility: This is a government regulated company that provides an essential public service such as water, gas or electricity

Public Work: This is civil-engineering projects that are government owned or financed and undertaken specifically for the benefit of the public

Purge: This is a group of people considered undesirable from an organization

Quantitative Basis of Decision: It is the use of computer, applied mathematics, statistics and

logic to solve management problem

Rational Economic Man: The model sees decision makers as an economic being that trend to select the best alternative to achieve the optimum solution to solve a problem. The model provides prescription on how decision should be made and not actually on how they are made

Referees: This is the person that is willing to testify in writing or phone about the character or ability of someone, especially for a job applicant

Reference Check: These are information that is obtained from referees of the prospective worker who is seeking a job. It can be inform of a letter, a call or face to face discussion. The essence is to see whether the candidate has those qualities that the organization wants

Reinforcement Theory: This is the work of *Burthus Fredric Skinner*. He is an American Psychologist, behaviorist, author, inventor, and a social philosopher. He was a professor of psychology at the Harvard University from 1958 until his retirement in 1974. He came up with the theory of reinforcement in his renewed study, *operant conditioning*. In the theory, he suggested that a given behaviour is a function of the consequences of earlier behaviour.

Relation Contend Leader: A leader respect the need of employees and knows how to match it together with that of the organization

Rensis Likert Leadership Style: It is a theory of leadership under style theory. It was propounded by *Professor Likert; a Professor* of business management at *Michigan University*. According to the style, there are two dimension of leadership. These are the employee centred leader and production centred leader

Reporting: This is the process of giving out information on a thing. It is the process informing an authority about an action or an activity

Responsibility: This is the task, job or assignment that is assigned to a worker

Resumption of Duties: This is when a worker is about back to work after a period of being absent

Retrenchment: This is a permanent termination of a job

aimed at long term operational efficiency

Revolutionary Conflict Theory: This is also known as class conflict theory or Marxism. It states that workers will revolt whenever there is injustice in an organization or society. It states that it is injustice meted by the capitalist that do lead to revolution.

Routine Decision: This is s type of decision that is repetitive in nature. They do not require much deliberation and are mostly concern with short term commitments.

Rumour: This is unofficial information without evidence to confirm. They are based on speculation, wish and imagination. It changes as it passes

Safety Needs: These are the needs for stables environment relatively free from threat

Schedules of Work: This is a list of work required to complete a project. Together with plans specification, it forms the basis of contract between the employee and the contractor to successfully deliver a project

Secret Service: A government department that carries out secretes investigation and covert operations

Secretariat: A department that carries out the administrative and clerical work of an organization. It is the headquarters or office of an organization

Secretary General: The Chief executive officers of a large organization such as secretariat

Secretary of State: A state government official with administrative responsibilities

Secretary: An employee who does clerical and administrative work in an office for a person or an organization

Self-Abused Corruption: This is a type of corruption that is detrimental to one's body and character. Example is when one misuse is talent and abilities, excessive drunkenness, smoking, drug abuse, etc.

Self-Actualization: These are needs for self-fulfillment, general stability, detachment from sentiment, etc. It is not contentment and it is not relative

Self-seeing Bias: This is a situation whereby individual attribute success to their

abilities and failure to the situation

Sense of Acceptance: This is when there is approval and accession on an issue in organization

Sense of Balance: This when there is stability and poise in an organization

Sharpening: This is when a message receiver lays undue emphasis or makes an exaggeration of any aspect of the message for selfish interest

Simulation: This is the reproduction of the essential features of something or the construction of a mathematical model to reproduce the characteristics of phenomenon, system, or process and often uses computer in order to infer information or solve problem

Situational Leader: This is a type of leader that is assumed by circumstance. The condition of being at the right place at the right time

Situational Theory of Leadership: This is another theory of leadership. The theory believes that situation produces a leader

Social Corruption: This is a type of corruption that is prevalence in a society and it affects interaction among people and group

Social Skills: This is any competence facilitation interaction and communication with other where social rules and relations are created, communicated and changed in verbal and non-verbal ways.

Solo Leader: It is a leader that does not involves his employees

Span of Control: This means the number of person a manager or supervisor can effectively control

Spatial Decentralization: This has to do with the distribution of central government investments in services, facilities and infrastructure in a way that will strengthen the economies of secondary cities and towns throughout the country

Staff Authority: It is the authority that is exercised on advisory basis and by consultancy agencies. It is mostly handled by a professional

Start Date: This is also known as begin date. It is the date the contract is officially enforce and declared

Structural Functional Theory: This theory sees an

organization as a formal design or plan which can be drawn up by experts on some clear-cut principles

Style Theory of Leadership: The theory believes that there is a particular way in which leaders behave and this distinct them from non-leaders

Subversive Theory: This theory of trade dispute that is developed by *Silva Manti Ngu* in 1994. The theory states that activities of unions on a capitalistic societies is a subversion by state and they can go to any level to frustrate it

Supervision: It is the act of watching over an activity to ensure that they are being done correctly

Synectic: It is a technique of decision that involves joining together of different and apparently irrelevant element, people from different area of experience and knowledge. It was the brain child of *William Gordon*

Task Contend Leader: A leader who focuses on production

Team type of a Leader: This is the best type of leader who knows how to relate with employees in order to get higher productivity

Technological Corruption: This is a type of corruption that is carried out through the application of scientific tools, machines and equipment

Ten Commandment of Communication: These are ten skills of communication that was developed by the American Management Association.

Ten Commandment of Listening: These are ten skills of listening that was developed by Keith Davies in 1962.

Theory X and Y: This is the work of McGregor Douglas in 1960.

Theory Z: This is the work of *William Ouchi*. He is an American exponent of Japanese approach to management. The theory combines various aspects of scientific management and behaviouralism

Thinking: This the process of using the mind to consider ideas and make judgment

Trade Union Ordinance: This is the authoritative rule, law and order of a trade union

Traditional Leader: This is a type of leader that the position

is assured by birth, e.g. Kings, Queen and Tribal Chiefs

Trait Theory: This is the oldest theory of leadership. This theory believes that leadership is based on certain trait or personal characteristics

Transformation Leadership Theory: This is one of the emerging theories of leadership. It is the work of J.U Burn. The theory states that leadership is based on the ability to create change in the value, believe and the needs of the subordinate

Unintentional Corruption: This is a type of corruption that the perpetuator is either pushed to the wall or is necessitated by situation or circumstance

Unitary Theory of Conflict: It is the developed by Cleg, Otobo and Kochan. It is based on the assumption that an organization is an harmonious entity and if all and sundry works toward pursuing common goal, there will be no need for conflict

Unity of Command: This is a principle of organization that state that an employee or a subordinate should receive command or be responsible to only person to avoid receiving instructions

Unity of Direction: This principle states that only one person should be responsible for giving direction

University of Michigan Studies: This is another study under the behavioural theory. It was conducted in University of Michigan by the *University of Michigan Survey Research Group*. The objectives of the study is the same like that of the *Ohio State* University

Upward Communication: This is a type of communication that travel from subordinate to the superordinate

Valence: This is the rate of attraction to a thing. It is the strength of the belief that attractive rewards are potentially available. Vroom suggested that the motivating force is a multiple of expectancy and valence (encompassing instrumentality) is the formula

Visitor Centre: Building offering information and services to visitors in a city or at a historical or archaeological site, part or nature reserves

Workers Commitment: This is the level of enthusiasm which an employee has toward his/her task assigned at a work place

Workers Loyalty: This is the devotion of an employee to the success of an organization

Workforce: All of the workers employed in a company or industry

Written Communication: This is a form of communication that involves ink and paper. It is precise and expressed in unambiguous term

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