



Human Resource Management and Employee Productivity in Delta State Civil Service, Nigeria

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ABSTRACT

The accomplishment of any organizational goal is expressly placed on effective and efficient human resource management practices which promote the integrity and passion of the employee in any given organization. For this reason, two objectives were raised to guide the study, such as to examine human resource management and employee efficiency in Delta State Civil Service, to examine human resource management and employee efficiency in Delta State Civil Service. Relevance and extant literature were consulted and the system theory was adopted as theoretical framework for the study. The questionnaire serves as major instrument for data collection. Data collected from the instrument were analyzed using descriptive and inferential statistics. Based on the analysis, it was revealed among others that human resource management is an effective tool for employee productivity in Delta State Civil Service. Hence, the study recommended that human resource department should be empowered with the necessary support to deliver its mandate of employee management and development. Human resource management practices in Delta State Civil Service should be reviewed regularly in line with global best practices.

Keyword: *Human resource, Human resource Management, Development, Productivity, Effective and Efficiency, Promotion, Compensation and Reward*

INTRODUCTION

The growth of any organization largely depends on the viability and capacity of the workforce. Careful management of all of an organization's resources for greater productivity cannot be overemphasized; development can only come from the right and effective policies that make the workforce productive (Armstrong and Brown, 2020). The progress of any organization depends on the efforts of people and other resources to achieve meaningful results. Growth in any sector of human society cannot be achieved without developing the people in it, for they are invaluable assets for planning, organizing, directing, informing as well as executing implementation of development projects (Hadir and Lahrech, 2021).

Nigeria is a unique and vibrant country endowed with an abundance of human and inexhaustible natural resources. Human resources are always the most essential and urgent factor in any organization (Okojie, 2020). Human resources can be seen as a strategic asset that creates value when embedded in an operating system, such behavior increases an organization's ability to deal with a confusing environment (Chang & Idung, 2020). Human resources can also be described as the combined skills, knowledge and intangible assets of individuals that can be used to create economic value. It is a tool to improve competitive advantage as it involves training, knowledge acquisition, initiative and other things to achieve higher productivity. The implementation of effective human resource management strategies in countries will not only help the workforce acquire new skills and knowledge, but will also lead to a change in attitudes and behavior on job performance (Deleny and Doty, 2020).

Human resource management is considered as the process of managing an organization's workforce responsible for attracting, selecting, training, evaluating and rewarding, compensating and motivating employees to achieve productivity, she also oversees the organization's leadership and culture, ensuring compliance with employment and employment laws (Djurkovic and Maric 2019). Human resource management is a function within an organization that focuses on recruiting and managing and providing direction to the workforce. It covers issues related to compensation, recruitment, performance management, organizational development, safety, benefits, employees, motivation, communication, management and training. (Pedkhan and Chansdp, 2019). Effective and efficient human resource management enables employees to contribute fully and effectively to the overall direction of the organization and to the achievement of its goals and objectives (Tessema & Soeters, 2020).

Human resource management in the civil service is positioned to ensure and encourage quality human resource management practices and promote integrity and passion for the civil service. Human resource management is a key mechanism that ensures effective and efficient management of all human and material resources for greater productivity in the civil service. Human resource management is both a strategic issue and an activity that reinforces the values and concepts of patriotism, accountability, transparency, and improving the cadre of civil servants that reflect good governance (Ojo, 2019). Human resource management focuses on directing and adjusting employee behavior to meet the needs of the organization. HR practices in recruitment and selection, performance appraisal and maintenance of the disciplinary structure and legal basis for public servants. It aims to develop and improve the company's performance (Konzelmann, 2015).

Human resource management also aims to improve relations between groups of people in the workplace and to categorize employees' responsibilities for treating all people in the civil service fairly. The values of impartiality, legitimacy, integrity, transparency, efficiency, equality and fairness which are the core values of public servants have been recognized by the Organization for Economic Cooperation and Development (OECD), 2004. get clear:

1. Location-based 2. Occupation-based and 3. Parts based.

Productivity can be thought of as quantity produced and participation rate in a given period of time and with special attention to quality and efficient use of resources (Inyang, 2019). The National Productivity Center in Fact Book (2015) defined productivity as doing the right thing, the right way, getting more output with less input, getting more output from the same input, speed level, eliminating waste in all its forms, justifying wages, improving all aspects of life, producing better and better quality. The productivity and survival of any organization depends on the efficiency and effectiveness of the workforce. A competent and effective public service workforce requires a systematic and transparent recruitment and selection process. Recruitment and selection involves the process of discovering, attracting and engaging the people an organization needs (Opatha, 2010).

Employee productivity is an essential component of organizational sustainability, which includes both performance and efficiency. It is important to know which employees are productive or not. Labor productivity is a measure that is calculated based on the amount of output on the product that the worker makes. The time it takes for a civil servant to complete his or her duties (Lohman and Wouters, 2020). Productivity cannot be measured without an adequate incentive to boast that officials do their best to perform effectively in the organization. The public service is solely responsible for managing the government apparatus (Victor, 2019). He has performed the day-to-day tasks of public administration as the machine and thread of government, deserving of due attention in the development and implementation of workable policies on remuneration, recognition, reward, promotion and training to facilitate the public to work effectively. civil servants fulfill their responsibilities and enhance their future careers to provide efficient service, ensuring maximum productivity in public service. The productivity and survival of the civil service depends primarily on the effectiveness and efficiency of human resource management to recruit competent people into the organization. A competent and efficient workforce does not come naturally, but through a concise, precise and systematic process of a clear recruitment and selection exercise (Ejiofor and Eze, 2019).

The Nigerian civil service platform over the years has not yielded significant results, this is due to the inability of the government and its agencies to provide viable platforms that enable civil servants to fulfill their obligations. according to their constitution. Civil service can be considered as the profession of the state administration established to carry out the policies and laws of the state objectively. According to Kwaghgat (2019), the civil service includes individuals who are recruited on the basis of their professional achievements through competitions (Bade, 2019). The civil service includes people who are part of the permanent staff of government ministries or departments. A civil service of any country is divided into different ministries, departments, branches and agencies (MDAS). Civil servant is a person appointed or recruited to work. The functions of the public service in any government make it vital to the development of that country. The civil service supports the government in formulating and implementing its policies, the civil service also undertakes the planning for the development of a country; it coordinates, promotes and evaluates the effectiveness and efficiency of the public sector.

The Nigerian civil service is considered a labor-intensive organization, with huge subsidies paid for recurrent expenditures every year. However, despite the large expenditures for civil servants, public services still do not meet expectations. This is characterized by the inefficiency and inefficiency of the workforce and the inability of the government to fulfill some of its needs. (Esu and Inyang, 2020). Delta State Civil Service was established on August 27, 1991, when the state was formed from the former Bendel state of Nigeria. The civil service is responsible for implementing state government policies in the area of infrastructure development and social service delivery. The Civil Service of the State of Delta has a total staff of eleven thousand three hundred and twenty (11,320). This includes six thousand (6,000) junior employees at salary grades O1-07 and senior managers at salary grades O8-14 and above. Five thousand three hundred and twenty (5,320) (DSCSC, 2020).

Delta State Civil Service has developed and implemented state government policies for many years, but the effectiveness and effectiveness of these policies have been questioned due to the bias of the principal management and incompetent workforce characterize the system. This study aims to examine human resource management and employee productivity in the Delta State civil service.

STATEMENT OF THE PROBLEM

Civil service in any country is a government tool for policy implementation. It is also the common thread of any reasonable and responsive government in implementing government programs and policies. can test. The importance of public service to any country cannot be underestimated. Over the years, the civil service in Delta State has experienced and is still experiencing many setbacks, ranging from failed policies to poor execution and abandonment of projects. Poor work culture and almost no performance management strategies. The public service sector is over-staffed and underpaid, leading to poor service delivery, non-compliance with recruitment and selection processes, and an incompetent workforce in which employees often lack the right skills prerequisite and appropriate skills necessary to perform the work for which they are assigned.

In addition, weak incentives in the public service can impede employee performance and can contribute to poor work ethics and poor service delivery in government agencies, often is characterized by a poor work culture, pure and simple corrupt practices on the part of many officials. Therefore, the gap identified above that this study aims to fill by examining human resource management as a tool for higher productivity in the Delta State Civil Service Commission, Asaba.

OBJECTIVES OF THE STUDY

The general objective of this study was to examine human resource management and employee productivity in the Delta State Civil. The specific objectives are to:

- i. examine Human Resources Management and Workers Efficiency in Delta State Civil Service.
- ii. examine Human Resources Management and Workers Productivity in Delta State Civil Service.

RESEARCH HYPOTHESES

The following research hypotheses were formulated to guide the study:

H0₁: There is no significant relationship between Human Resource Management and Workers Efficiency in Delta State civil Service

H0₂: There is no significant relationship between Human Resource Management and Workers Productivity in Delta State Civil Service

REVIEW OF RELATED LITERATURE

Human Resources

Worldwide, human resources are considered the most important component to the effectiveness and efficiency of an organization. Mathis and Jackson (2018) note that people are the most valuable affirmation, which can combine all other affirmations, such as financial and material ones, and guide use them. to achieve the organization's goals. William and Stoney (2020) note that the progress of any organization focuses on the efforts of people and other resources to achieve meaningful results. Chang and Idung (2020), explain that human resources are strategic assets that create value when integrated into the operating system, to strengthen an organization's ability to cope with a turbulent environment. . Deleny and Dorty (2020) described human resources as a real tool for effective strategic implementation and management of a country and the acquisition of new skills and knowledge in the workforce, while promoting attitude and behavior change towards performance and effectiveness.

Amaehule and Teerah (2019) define human resources as the skills that an individual acquires during vocational and technical training. Becker (2018) argues that investment in education and training is the most appropriate type of human resource. He further explained that human capital is related to the economic growth of a country. Okojie (2020) asserts that human capital refers to the capabilities and skills of a country's human resources, while human capital development is a process of acquiring and increasing the number of skilled people, educating education and experience necessary for economic growth and development. of a country's economy. Ejere (2021) argues that human capital refers to the human element in the production process, which includes the combination of knowledge, skill or skill and the ability of the workforce to achieve more productive and efficient in public service.

Boztosun and Ulucak (2021) note that human capital is a deliberate and continuous process of acquiring skills, knowledge and experience that can be applied to create economic value in order to achieve it. economic growth and development, in which the public administration sector is no exception. Therefore, human resources is an indispensable tool used by managers to perfect and develop the workforce to achieve higher productivity and efficiency in the civil service. Okoh (2020), noting that the development of strong and dynamic human resources in the civil service is an important task for the progress of the country and implementation of programs to reduce inadequacies and inefficiencies in the public sector. Hadir and Lahrech (2021), note that development and advancement of public services cannot be achieved without the development of existing people as they are invaluable assets for organizational planning, leadership, information, implementation and implementation of development projects. Agbejo (2017) argues that human capital can easily be recognized as the most important of all resource requirements for the production of goods and services.

Human Resource Management

Human resource management can be considered as an important tool used by the HR team to achieve a higher level of productivity in an organization. Every organization must recruit, compensate, motivate, retain, and ultimately separate employees. This means that the effectiveness and efficiency of the organization is highly dependent on adequate human resource management functions and these must be integrated into the organization. Imaga (2020) notes that the human resource management function today has been enhanced due to the increasingly important nature of the problems and challenges in using human resources more effectively.

Sims (2019) explains that organizations that don't focus on acquiring and retaining skills can have dire consequences because other organizations can outperform them in their human resource strategy. their. Armstrong (2017) believes that HR professionals should grow to be strategic partners, employee advocates, and mentors for organizational change. Pedkhan and Chang (2019) believe that human resource management is a function within an organization that focuses on recruitment and management, giving direction to the workforce. They further explain that human resource management also deals with issues related to compensation, recruitment, performance management, organizational development, security benefits, employee motivation, communication, management, etc. treatment and training.

Tessema & Soeters (2020) notes that human resource management allows resources to seriously and effectively contribute to the overall direction of the organization and achieve the goals set by the organization. Maric (2021) argues that human resource management is designed with the purpose of attracting, selecting, training, evaluating, rewarding, rewarding and motivating employees to achieve higher productivity, and at the same time monitoring

leadership and organizational culture, ensuring compliance with employment and labor laws. Bubis and Anthony (2020) note that human resource management is viewed as a system of principles, methods, tools, legal norms, rules, criteria, requirements, standards, policies, Training plans and programs are used for the promotion, advancement and effectiveness of human resources. The purpose of achieving success in the organization is consistent with the immediate interests and strategic goals of the organization.

Flippo (2015) explains that human resource management is a strategic and consistent approach to managing the most assertive value of an organization, specifically the people who work there, Pynes (2019) explains. that the biggest expense and greatest asset are employees. He added that the application of human resource management principles in the public sector organization has replaced the traditional model of human resource management. Brown (2014) explains that the adoption of human resource management is accompanied by an expensive program of restructuring and reforming public sector management. He also believes that in terms of organization, the quality of human resources can determine the quality and capacity of the organization itself. Mathis and Jackson (2018) note that human resource management is a process of designing management systems to ensure that human talent is used effectively and efficiently to achieve organizational goals. office. Pynes (2019) argues that human resource management is the design of formal systems in an organization to ensure the effective use of knowledge, skills, abilities and other characteristics of employees. to achieve the goals set by the organization. Tangthong and Rojniruntikul (2018) note that human resource management activities can be viewed as separate and interrelated activities that focus on recruiting, engaging, retaining and developing an organization's human resources.

Productivity

According to Danisi and Griffin (2021), productivity is a measure of economic performance that summarizes and reflects the value of output generated by an individual, organization, industry or economic system relative to the value of inputs used used to produce them. They argue that organizations around the world have recognized the importance of productivity to their ability to not only compete but survive, moreover, an organization that values productivity will need to invest more in training and development to provide employees with the necessary skills and the ability to create high-quality products and services. The goal of human resource development in most organizations is to help improve productivity through various activities and tasks.

Hartzell (2016) considers productivity as the measured relationship between the quality (and quantity) of output produced and the amount of resources required for production. Productivity is basically a measure of the performance of an individual, a work unit or an entire organization. He further argues that productivity can be measured in two ways; a link the output of a firm, industry, or economic sector with a single input, such as labor or capital. The other associates the output with a combined set of inputs in a way that takes into account their relative importance. The choice of a particular productivity measure depends on the intended use of that metric. He then defined productivity as the fight against waste. Even considering the technical and economic concept of productivity, i.e. productivity is the ratio between output and input. This can only be advantageous if planned efforts are made to use scarce resources in the most economical way possible in order to achieve the best results. He concluded that among the many factors that affect productivity and safety in industry, one of the most important to keep in mind to boost productivity is the speed at which workers or machines produce.

Nwachukwu (2021) notes that productivity is a measure of how resources are gathered in an organization and used to achieve defined results produced by achieving the highest level of performance at the cost of resources. at least.

Human Resources Management and Workers Productivity in Delta State Civil Service

The management of human resources and the productivity of employees in the civil service of Delta State can be considered as a practical mechanism applied by the human resources department to ensure the effective and efficient operation of the civil service. . Colby and Alkon (2020) note that human resource management as a management process is concerned with organizational efficiency and productivity mechanisms such as recruitment, promotion, training/development, salary / employee benefits and bonuses. Human resource management is an organizational function that deals with people issues such as compensation, recruitment and performance management, organizational development, security, benefits, employee motivation, communication , administration and training. Susan (2019) notes that human resource management is a function in the civil service that focuses on recruiting, managing and providing directly to civil servants.

Productivity cannot be measured without adequate employee incentive programs in public service. Victor (2019) notes that the civil service is solely responsible for managing the government apparatus. He performs the daily duties of public administration. As the government thread and machine room, the public service deserves due attention and is well equipped to operate efficiently and ensure maximum productivity. Productivity is a measure of performance that includes both efficiency and effectiveness. It is essential to know which employees are productive or not. Lohman and Wouters (2020) note that employee productivity is a calculated measure based on the output of a product. The time an employee takes to complete a task.

Therefore, human resource management and labor productivity in the public service sector in the Mekong Delta cannot be overstated by human resource management related to issues of employee motivation, management performance, recruitment and selection, compensation and promotion, etc. The basic functions of human resource management and labor productivity in the public sector are:

- I. Recruitment and Selection
- II. Promotion
- III. Training and developing etc
- IV. Remuneration/reward

V. Staff Welfare (Employee benefits)

Recruitment and Selection

Recruitment and selection in the civil service is one of the core tasks of human resource management. Cole (2017) notes that it is hard to overstate the importance of having effective recruitment and selection techniques. The civil service can find and employ employees who are always qualified and fulfill their functions and are capable of taking on increasing responsibilities. Basu (2016) notes that the recruitment and selection process should capture competent employees who are better positioned to deal with the opportunities and threats arising from the operating environment. their movements. Graham (2015) describes recruitment and selection as the first step in the process of filling a vacancy that includes, along with reviewing the vacancy, reviewing all sources of suitable candidates, establishing contact these candidates and get applications from them. Beach (2014) notes that recruitment is about developing and maintaining a suitable workforce. Selection is the second step in filling the void. Croft (2015) considers the selection process as a human resource management tool to evaluate candidates to select the most suitable ones. Decemzo and Robbins (2020) note that employee recruitment is seen as the process of discovering potential candidates for actual vacancies in the organization. Ofoegbu (2020) notes that it is full of pitfalls. The primary goal of hiring should always lead the HR team to appoint people who can do the required work with the required level of performance. He further noted that in order to achieve its operational goals effectively and efficiently, the organization must find the right types of employees and manage them properly.

The productivity and survival of the civil service depends mainly on the efficiency and effectiveness of human resource management to recruit qualified personnel for the organization. A competent and efficient workforce is not achieved by accident, but through a precise and systematic process of a clearly articulated recruitment and selection activity. Opaths (2010) notes that recruitment and selection involves the process of finding, attracting and engaging the people the public service needs. It covers all the process methods involved in purchasing and the talents required for public service. Okereka (2020) notes that the masses enjoy a better life in developed countries such as the UK, Canada and France through good governance and the product of effective public service that transcends emotion.

Adeyemo and Osunyikanmi (2019) explain that ignoring established recruitment policy principles will inadvertently lead to the entry of incompetent manpower, thereby leading to system inefficiencies. , internal training methods may not improve. These training methods are enhanced by using a baseline standard of competency assessed by the employee at the entry point. Hence, this is why good training may not make up for bad selection; leading to inefficiencies in public services. The goal of public service can only be achieved through the effective coordination of human resource management. Public servants must be effectively coordinated for a more productive service. The Civil Service is a labor-intensive organization and the quality of its services depends on the quality and performance of its employees. Garner (2016) argues that when recruiting and selecting is done in a hurry.

Promotion

Promotion is one of the key elements of human resource management in the civil service. Promotion confers an important role for any public servant. With the means of promotion, there is confidence and recognition of an employee's abilities and skills to occupy a higher position. Cascio (2014) notes that a promoted employee is often given greater responsibility and authority due to salary increases, incentives and other perks that help meet employee needs, recognition, and opportunity. psychological development. an organization. Flippo (2015) argues that promotion means moving employees from one office to another with higher status and responsibility. Nitesemito (2017) explains that job requirements such as education and experience are related to job title. By meeting the conditions of this position, the employee can be promoted to a higher position.

Training and Development

The competitive nature of the modern workplace requires employees to be qualified to perform a variety of tasks, tasks and functions economically, efficiently and safely. Bliss (2017) notes that training is an indispensable tool to improve the performance of civil servants to fit in today's dynamic environment. Fleck (2018) notes that all people working in an organization need training to be effective. In view of this, all civil servants in the Delta State require some form of training to improve their performance while on duty. The types of training that public service workers need are those that enhance or deepen skills relevant to their day-to-day activities. Employee training and development is one of the functions of human resource management that acts as a motivator for them. The training for civil servants to have a sense of integration and integration in the system. However, it is observed that training in the civil service is not based on employees but on the willingness of senior staff to organize such training.

The training comes from the competent coalition, not from the people who really need it. Noe and Wright (2019) note that a number of senior employees have used the vehicle to create staff funds for themselves and interns. These incidents represent a high rate of lobbying and patronage, evident in the screening of personnel who will be professionally trained in the civil service. The training offered over the years in Delta State Civil Service is aimed at all employees who have a good personal relationship with senior staff and not necessarily those who actually need such training. The rate of bias is very high and affects the selection process of those who will take part in the training. Therefore, the effectiveness of training in implementing government policies and programs is questionable. Furthermore, the sensitive nature of civil service work is related to the type of training that should be provided to its employees. Compensation / Reward. This tumultuous labor-management crisis caused by the incitement of national officials to pay more challenges public organizations to use their employees more effectively to improve organizational performance. In the Nigerian civil service in particular and the Delta State in particular, remuneration has become a driving force for job search.

Therefore, it is very urgent and important for the organization to establish a satisfactory compensation system that can motivate employees to work. Bob (2017) notes that compensation processes are based on compensation philosophy and strategy and deliver in the form of policies and strategies, guiding principles, structures and procedures designed and managed to provide provide and maintain appropriate types and levels of remuneration. It is about

measuring the value of work, designing and maintaining a compensation structure by rewarding performance, skills and abilities, and providing benefits to employees. Anyebe (2016) notes that compensation promotes job search in the civil service. Armstrong (2015) further explains that compensation management is an integral part of the human resource management approach to improving productivity in the public sector. It discusses the design, implementation, and maintenance of a compensation system that focuses on improving the organization's workforce for effective implementation. Pearce (2016) explains that compensation involves having a compensation structure in which the most productive are paid more than the average performers. Armstrong (2015) notes that compensation management is the formulation and implementation of strategies and policies to compensate people fairly, equally and consistently according to their value to society.

Staff Welfare (Employee Benefits)

The primary goal of human resource management in an organization is the sole responsibility for employee welfare. Employee welfare refers to the totality of human resource management functions in an organization. It covers the areas of personnel development, training, compensation, promotion, job security, job satisfaction, job performance and productivity. The happiness of all civil servants is paramount in the development of any country. The civil service is designed to carry out government policies and therefore must create adequate social protection programs for employees to maximize their performance in assigned responsibilities. Civil servants in Delta State lag behind on employee benefits, no training program, inadequate motivational strategies, no compensation, outstanding debt, no housing for employees, delayed pay, promoted by the selected employee having a relationship with a senior officer in the service. There is no absence of a compensation management system. Therefore, human resource management must be proactive and design workable employee benefit programs to encourage them to strive for more efficient and effective service delivery by achieving greater productivity in service. labour.

THEORETICAL FRAMEWORK

The theoretical framework focuses on "David Easton's Systems Theory. Proponents of this framework such as Bertalanffy (1968), Reardon (1995), Vosti (1990), Vanclay and Bronstein (1995) support the need for performance evaluation as it can lead to organizational effectiveness. Researchers believe that the assessment of the organization determines the level of viability of the organization. In other words, all the parts of the system have a specific function or role, the failure of any part can lead to the collapse of the whole system. This is how the civil service system in Delta State should work. This theoretical structure emphasizes a system as a collection of interrelated and interdependent parts that must work in harmony to achieve a system whole. This framework argues that an organization should be viewed as a system or apparatus with different units and that what happens to one department will have a corresponding effect on the other. The development of a part of it is a combination of the entire quota. It is a system that must animate all the structures or units of the system. It must also consider the materials aka the converted input and the output given. Many demands, while the demands are aimed at satisfying the people's wishes, they in turn demand. A systematic approach is used here to analyze this multidisciplinary process. The systems approach has many advantages in this context; it provides a multidisciplinary framework in which information from different domains can be integrated without being forced into one-way mapping and to view dynamic behaviors in the underlying structures of the system. it provides a tool to integrate the contributions of different disciplines.

Systems theory serves as a bridge to the disciplinary dialogue between independent fields of study as well as within the field of systems itself. Systems theory became the name used by early researchers to refer to the interdependence of relationships created within organizations by defining a new way of thinking about science and scientific model. The system in this frame of reference consists of groups that operate in constant interaction or interaction. The systems view is a view of the world based on the principles of systems investigation. The concept of "systems" is central to the study of systems. In the most general sense, systems can be thought of as a configuration of parts that are connected and linked together by a network of relationships. The Primer group defines a system as a family of relationships among members operating as a whole. Bertalanffy (1968) defined systems as "elements in a long-term relationship". Allenna and Stafford (1994) note, that the systems approach is very effective when the "big picture" or enough situations can be modeled into a workable system. They added that for the system to be fully effective, enough data must be collected over enough time to suit a variety of scenarios, as some models may show results sooner than others. System dynamics, especially with its computer programs, can yield useful results within a few weeks, although longer is recommended.

The systems vision is based on several basic ideas. First of all, all phenomena can be considered as a network of relationships between elements or a system. secondly, all systems, whether electrical, biological or social, have common patterns, behaviors and properties that can be understood and used to better understand the behavior of complex phenomena and closer to the unification of science. This is different from conventional models that focus on individuals, structures, departments, and units separating each part from the whole, rather than acknowledging the interdependence between groups of individuals, structures, and groups. processes that help the organization operate. Societies are recognized as composed of complex social systems, and separating the parts from the whole reduces the overall effectiveness of organizations (Stichweh, 2011). The relationship between organizations and their environment has become a major source of complexity and interdependence. In most cases, the population has properties that cannot be known from the analysis of the constituent elements in isolation This work uses systems theory as the theoretical framework for analysis because systems theory systems consider all factors and consider the organization to be made up of many parts; moreover, systems theorists view an organization and its environment as interdependent; each depends on the other for sustenance. Eminue (2001) notes that a system is a collection of elements of units that interact in some way and are supported from their surroundings by a boundary region. Systems experts consider it the most common concept that applies to system tuning and maintenance, system balance, or homeostasis, which is the ability of a system to maintain internal balance even when go through the process of change.

The development of systems theory as a method of political analysis dates back to David Easton and Gabriel Almond. The mustard seed was stitched together when it came to the idea that in the study of a given political and social system it is less important to try to understand how a pattern of behavior arose than to find out his role in maintaining the system in its entirety. Systems theory is a derivative of behaviorism, based on the assumption that things should be the same for society as a whole. Therefore, a person can be thought of as a system of organizations, a molecule can be thought of as a system of individuals, implicit in this concept is a total level of whole that distinguishes what is one after another (Tilles, 1965). Hicks (1972) notes that the systems theory of an organization has been defined as a structured process in which individuals are concerned with goals. Idemudia (1990) defined the terms "system" and "theory" separately to clarify their implications. For him, a system is an entity consisting of a separate but interdependent part with definite goals and functions, while a theory, on the other hand, is an abstract generalization statement, summarize or link several propositions in a unified logical structure. Together, systems theory means how an interdependent social entity is organized into testable propositions.

Systems theory is an integrative theory that attempts to present an organization as a unified useful system made up of interdependent parts. It also consists of interdependent parts with separate boundaries that interact with the environment by inputting input, while it outputs output to maintain itself in permanent equilibrium. A special feature of the system approach is that from the outputs, new inputs are created, which are then fed into the system for processing and transformation. Basic concepts developed within the general framework of general systems theory can be divided into three categories;

- I. description concept
- II. The concepts attempt to highlight the factors responsible for regulating and maintaining the system.

iii. The concepts focus on the dynamism or change of the system.

In the first category we have open and closed systems. Systems can also be defined in this category according to the hierarchy of subsystems and the order in which they interact. The workings of the internal organization of the system and the interaction of the system with its environment also fall into this category, and in this case we find that some systems follow a pattern of development of their own accord. deterministic and other systems must depend on external factors. . The interaction of systems with the environment involves the concept of boundaries, inputs and outputs. In the second category, where we explore the factors responsible for system maintenance and tuning, we find concepts such as stability, balance and homeostasis related to the problem of regulation. tuning and maintenance, as well as the concepts of feedback, repair, reproduction, and more.

Finally, in the third category are concepts related to dynamics and change, which can be descriptive or non-descriptive. Non-descriptive changes may be caused by responses to environmental conditions. This highlights the concept of adaptation, learning and growth. Change can also be descriptive in relation to the distinction between the concepts of description, dissolution, and breakdown as well as the concepts of systemic crisis, stress such as constraint, overload, and decomposition.

The systems approach in organizational research focuses on the system as a whole, the system's environment, the interdependence relationships between the parts of the system, and the system's dependence to struggle. and survive by negotiating with its environment as Kontz (1980) puts it; The advantage of approaching any energy domain in any problem as a system is that it allows us to see the critical variable and their constraints and interactions, which forces the Scholars and learners must continually be aware that an element, phenomenon, or problem must be dealt with without taking into account the consequences of its interaction with other factors. The main concept related to systems theory can be summarized as follows:

- I. A system can be perceived as a whole with its parts and their independent relationships
- II. A system has its limitations and can be considered in its relation to other systems.
- III. A system has subsystems and is also part of a super-system. etc
- IV. A system can be thought of as open or closed. According to Kontz (1980) a system is considered open if it exchanges information, energy and matter with its environment, as is the case with biological or social systems.
- V. It is considered closed if it has no such interaction with the environment.

Because a system that interacts with the environment according to processes that invite the input, conversion, and output of energy, information, and materials. A system tends to self-heal or self-modify through the process of information and feedback from the environment. To survive, an open system turns to exploiting the entropic process by importing more energy from its environment than expected, and by strong energy it can obtain negative entropy. Applying systems theory to current research, public service is considered as an open system that includes the whole entity with interacting subsystems within it and inside external agencies, society says shared. Therefore, the different subsystems (departments) are not autonomous in the clan structure; rather, they are an independent part of a unitary organization. As a result, the civil service as an organization is held accountable (men, skills, etc.). in the form of people's supply and demand. Needs can be seen as positive and negative expressions of individuals towards activities taking place in the environment of a particular political system.

The fundamental idea here is that the staffs are the life-blood and the success of the civil service ultimately depends on them. The individual staff therefore requires a planned development and training programme to improve their skills and knowledge in their various levels and areas of operation so as to respond effectively to the demand of the people and also to achieve the objectives of the civil service which human resource management is saddled with this responsibility for developing, training, compensation and reward of staffs of the civil service for effective and productivity of the service by extension attaining the desired result. To make for efficiency in human resource and achieve increased productivity, workers in the civil service system need to be

trained and developed, compensated in the best method so that productivity can be achieved at a very minimal time and reduced cost, if they fail to do this the reverse will be the case which might lead to the total collapse of the civil service.

Since the civil service is a system with various sub-system (human resource management department) both the senior and junior executives need proper management, development and training programmes that will prepare them to occupy a position especially for a position vertically higher than he/she was. The demand and supply are critically analyzed in the conversion process and are passed out as output in the form of authoritative allocation of values, laws, regulations and services that will determine if the productive level of the civil service is enough to achieve their objectives. Delta State's management, development, and enhancement of human resource productivity in the public sector will lead to employee efficiency and the achievement of set goals.

RESEARCH METHOD

The descriptive design of the survey was applied to examine human resource management as a tool for higher productivity in the Delta State civil service, essentially processing the data collected. to provide information about the behavior, attitudes and other characteristics of a group, as well as to demonstrate connections or relationships between the things around us. The rationale for designing a descriptive survey is that it allows all respondents an equal chance of being selected. Descriptive survey design helps researchers collect a variety of field data. Research subjects include civil servants from level 01 to level 07, level 08 to level 14 and above. Levels 01-07 represent junior staff while levels 08 to 14 and up represent senior staff in the service. The size of the respondent population was drawn from the departments selected for this study. The reason for these three divisions is the result of their significant impact on the citizens of the state. This includes the Ministry of Education, the Ministry of Public Works and the Ministry of Finance. The target audience of this study is two thousand (2000) civil servants selected in three ministries. The population is distributed among the three ministries, where the Ministry of Education has eight hundred (800) employees while the Ministry of Public Works has seven hundred (700) and the Ministry of Finance has five hundred (500) employees respectively.

The survey framework for this study includes the three ministries selected for this study, including the Ministry of Education, Public Works and Finance. The rationale for these selected ministries is based on the impact people have on the delivery of social services. 10% of the total population (2000) was the sample for this study. This gives a total sample of two hundred (200) employees. The sampling frame includes junior staff representing ranks 01 to 07, i.e. one hundred and twenty (120) employees, while senior staff represents ranks 08 to 14 and above, i.e. eight ten (80) employees. Simple random sampling technique is used to extract the sample size from the total population. This technique is suitable for this study because it allows to select a group of people for the study from a very large population.

The data collection tool is a structured questionnaire. The questionnaire was randomly distributed to officials from the three ministries selected for this study. The questionnaire consists of open and closed questions and consists of two parts, namely: sections 1 and 2. Part 1 deals with the demographic information of respondents while part 2 contains research elements in the questionnaire. Likert scale options were given for different statements to determine the respondent's response to the topic. Questionnaires are the most appropriate tool for data collection due to their ability to capture responses from a large number of respondents and operate within a limited time frame.

Data comes from primary and secondary sources. The main method consists of using questionnaires to collect information from respondents. The administration of the questionnaires was performed by the researcher and three research assistants, who gave them to the respondents selected for the study, while the secondary data collection method consisted of Review relevant literature from other researchers. topic. The data collected from the respondents were analyzed using descriptive statistics and inferential statistics. Descriptive statistics describe the sample in response to questions using simple percentiles to analyze the socio-demographic characteristics of respondents, while descriptive statistics are used to answer the research questions and the chi-squared statistical tool is used to test the study hypotheses.

ANALYSIS OF RESULTS

Testing of Hypotheses

Hypothesis 1

H₀₁: There is no significant relationship between Human Resources Management and Workers Efficiency in Delta State Civil Service

A Chi-square (χ^2) Summary Table of relationship between human resource management and Workers Efficiency in Delta State Civil Service

| Source of Variation | Responses | | Df | X ² -Cal | X ² -Crit. | Alpha Level | Decision |
|------------------------|-----------|----------|----|---------------------|-----------------------|-------------|-------------|
| | Observed | Expected | | | | | |
| Agree (A) | 450 | 250 | 16 | 316.80 | 26.30 | 0.05 | Significant |
| Strongly Agree (SA) | 320 | 250 | | | | | |
| Disagree (D) | 140 | 250 | | | | | |
| Strongly Disagree (SD) | 65 | 250 | | | | | |
| Undecided(UD) | 23 | 250 | | | | | |

As shown in the chi-square (χ^2) summary table above, the calculated chi-square (χ^2) value of 316.80 is larger than the chi-square (χ^2) table value of 26.30. The null hypothesis that there is no significant relationship between human resource management and employee performance in the Delta State civil service is rejected. This implies that there is a significant relationship between human resource management and employee performance in the Delta State civil service.

Hypothesis 2

Ho: There is no significant Relationship between Human Resources Management and Workers Productivity in Delta State Civil Service

A Chi-square (χ^2) Summary Table of relationship between Human Resource Management and Workers Productivity in Delta State Civil Service

| Source of Variation | Responses | | Df | X ² -Cal | X ² -Crit. | Alpha Level | Decision |
|------------------------|-----------|----------|----|---------------------|-----------------------|-------------|-------------|
| | Observed | Expected | | | | | |
| Agree (A) | 660 | 250 | 16 | 996.33 | 26.30 | 0.05 | Significant |
| Strongly Agree (SA) | 240 | 250 | | | | | |
| Disagree (D) | 71 | 250 | | | | | |
| Strongly Disagree (SD) | 20 | 250 | | | | | |
| Undecided (UD) | 9 | 250 | | | | | |

As shown in the chi squared (χ^2) summary table above, the calculated chi square (χ^2) value of 996.33 is larger than the chi squared (χ^2) table value of 26.30. The null hypothesis that there is no significant relationship between human resource management and worker productivity was rejected. This implies that there is a significant relationship between human resource management and worker productivity in the Delta State Civil Service Commission.

DISCUSSION OF FINDINGS

The results of tested hypothesis one showed that human resource management in the civil service is the effective recruitment and selection of candidates for the civil service. Human resource management in the public sector is concerned with the reward/remuneration of employees. Human resource management in the civil service is related to the acquisition of basic skills and knowledge related to the employee's work situation, human resource management in the civil service is also related to safety and security. Safety, health and well-being in the workplace of employees in order to maintain a competent and efficient workforce and human resource management also involves the training and development of civil servants. This finding is consistent with research by Lagge (2020), who noted that recruitment is a process of attracting qualified and skilled candidates to meet the labor demand of the civil service, in When screening is a process of gathering information from candidates about their qualifications for which a hiring decision can be made. These findings are also combined with Wall's (2018) research that agrees with Bratton and Gold, noting that rebuilding these employees through ongoing training to enhance their skills and abilities to maximize productivity in public services. Meggision (2021) also agrees with the findings that employee training helps prepare them for advancement in the organization.

The results of tested hypothesis two show that human resource management and labor productivity in the public sector is related to the recruitment and selection of a competent and effective workforce for performance, human resource management and productivity. of workers. performance, human resource productivity of managers and public sector workers in relation to the compensation/reward to employees for their performance, management Human Resources and Employee productivity also involves training and developing employees to perform effectively and provide appropriate compensation. and effective employee benefits system to encourage employee performance. These results are consistent with the study by Colby and Alkon (2020), who noted that human resource management is a management process related to organizational effectiveness and employee productivity. in functions such as recruitment and selection, promotion, training/compensation/benefits, and employee development. Susan (2019) in her story agrees

with the findings that human resource management is viewed as organizational functions that deal with people problems such as compensation, recruitment, performance management, organizational development, security, welfare, employee motivation, communication, governance and training.

CONCLUSION

The Delta State Civil Service is the engine room that controls its administration. The promotion of sustainable development and human resource management has been critically evaluated, with the conclusion that the civil service is still characterized by a clear capacity for conflicting systemic dysfunctions and profound is the incompetence of the bureaucracy, the indifference of the bureaucracy and the decay of personality. Ultimately, the realization of sustainable human resource management and development in the modern public service context in Delta State is a fundamental illusion. The civil service of National Assembly deputies really needs bold and far-reaching reforms in the field of human resource management, not half-hearted and illogical changes. Government must shape a lean, dynamic and resourceful service. The Delta State Government must employ the highest level of individuals for the service and above all to instrumentalize the service as a delivery arm of the government. The government should eliminate quotas as a condition for recruiting service administrative officers, and base both recruitment and merit-based promotion.

RECOMMENDATIONS

Based on the findings and conclusions drawn, the following recommendations were made:

- i. The human resources department, which is the strength of the civil service, should be provided with the necessary support to complete the tasks of personnel management and development.
- ii. The human resources department should be empowered to undertake effective and efficient recruitment and selection of competent and results-oriented individuals who will fulfill the mandate of the public service as a performance mechanism. government policies and programs without policy intervention.
- iii. The human resource management should implement reforms that boost employee morale for better productivity.
- iv. Delta State Civil Service human resource management practices should be reviewed regularly to align with global best practices.

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