

EFFECT OF HUMAN RESOURCE POLICIES ON EMPLOYEE PERFORMANCE IN PUBLIC SECTOR ORGANISATIONS: A STUDY OF RIVERS STATE UNIVERSITY OF EDUCATION, PORT HARCOURT

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ABSTRACT

This study examines human resource policies and employee performance in the public enterprises using Rivers State University of Education as a case study. The objective of the study is to determine the following. The extent to which human resource policies affect employee productivity/output, extent to which human resources policies affect expansion of public enterprises and the extent to which human resources policies affect service delivery of the public enterprise. Four research questions were formulated to provide an answer to the objective of the study alongside and descriptive research design was also adopted. The population of the study is drawn from 1000 staff from Admin and Establishment department and the sample size was obtained through Taro Yemane formula. Simple percentage was used to analyze the research questions while Pearsons Product Moment Correlation (PPMC) was used to test the hypotheses. The theoretical framework that guides this study is the Universalist approach also called best practice to strategic human resource management theory. The study therefore recommends that for tertiary institution such as RSUE to be effective in meeting their respective mandates both to the employee as well as to expand and service delivery, it must design human resource policy which will focus on the following key areas: Efficient Recruitment and Selection Process, Training and Development, Performance Evaluation Compensation, Promotion, as well as Effects on Working Conditions, amongst others.

INTRODUCTION

Human resources management (HRM) is the design of formal systems in an organization to ensure the effective use of employees' knowledge, skills, abilities, and other characteristics (KSAOCs) to accomplish organizational goals. HRM concerns the recruitment, selection, training and development, compensation and benefits, retention, evaluation, and promotion of employees, and labor-management relations within an organization, (Pynes, 2013). According to Barney (1995) cited in Onah (2008) Human resources include all the experiences, skills, judgment, abilities, knowledge, contacts, risk-taking and wisdom of individuals and associates in the organization. Where these are not properly harnessed for efficient service delivery, the organization is not likely to survive in the long-term. Arguably in Nigeria, HRM usually take a back seat in the scheme of things, hence, there is usually little or no productivity on the side of employees especially in public sector organization.

Public organizations (such as Universities and others including Rivers State University of Education (RSUOE)) were established in Nigeria to provide social services and utilities, guard against the control of the economy by foreign domination and exploitation and serve as engine of socio- economic development. However, they served the purpose for about a decade, and then their performance declined (Ojiako, 2013). Public enterprises or corporations as defined by Adamolekun (1983) in Okpe (2003) are organizations that emerged as a result of government acting in the capacity of an entrepreneur. They can be seen as those corporations or enterprise built, owned and managed by the government. They are being financed with public fund, especially through taxation and also operate on monopoly. In summary, public organizations are owned and controlled by the people (Pynes, 2013). They provide public goods, regulate certain industries and activities, and correct problems within the market that are not addressed. They must be open to scrutiny, adhere to ethical standards and possess equal treatment and social equity. They operate

under civil service and merit based systems, utilize standardized selection procedures, and have little consistency in compensation across government and local units (Pynes, 2013).

According to Armstrong (2014), human resource policies are the formal rules and guidelines that businesses put in place to hire, train, assess, and reward the members of their workforce. These policies, when organized and disseminated in an easily used form, can serve to pre-empt many misunderstandings between employees and employers about their rights and obligations in the business place (Green, 1999). Furthermore, Human resource policies are systems of codified decisions, established by an organization, to support administrative personnel functions, performance management, employee relations and resource planning (investopedia.com, 2015). Each company whether private or public has a different set of circumstances, and so develops an individual set of human resource policies.

Employee performance is a dimension of performance appraisal used by many organizations whether public or private to assess the productivity of the workforce. Performance is multidimensional. Its elements include effectiveness, economy, efficiency, productivity, quality and behaviour. Performance can thus be tangible or behavioural (Gbeja, 1983). According to Drucker (1964), to an employee "Performance is the consistent ability to produce results over-prolonged period of time and in a variety of assignments". Productivity is the efficiency with which things are being produced. Employee productivity however is the measure of output per unit of input economically (Rohan & Madhumita, 2012). With friendly human resources policies performance and productivity can be greatly enhanced.

Productivity is a measurement or calculation between input and outputs. Inputs are the amount of resources such as human resource, money, time, physical, technological and effort spent working in the organization, while output are the result. If the inputs are equivalent to the outputs, the worker is considered productive. When the employees are productive, they accomplish more in a given amount of time. In turn, efficiency saves their company money in time and labour. When employees are unproductive, they take longer time to complete projects, which cost employers more money due to the time lost (Ikeanyibe, 2009). The importance of higher productivity of the employees in public enterprise cannot be overemphasized, which include the following; higher incomes and profit; higher earnings; increased supplies of both consumer and capital goods at lower costs and lower prices; ultimate shorter hours of work and improvements in working and living conditions; strengthening the general economic foundation of workers (Nwachukwu, 1988). Thus, public organization in order to be competitive has to embrace the concept of effective and efficient HRM so as to enhance employee performance which can translate to increased productivity and impact on various stakeholders. Adequate and implementable HR policies help it to achieve this.

It is argued that in most public organizations in Nigeria, there are little or no written HR policies which guide organization HRM. Where these are found sometimes, they are not adhered to perhaps due to political and bureaucratic bottlenecks that sometimes characterize appointments and selections in Public enterprises in Nigeria, hence employee productivity and service delivery of the affected institution appear usually to be low and sometimes at a zero level. The situation is not different in Rivers State University of Education (RSUOE). It is argued here that although HRM activities including recruitment and others (which is done through the Establishment department) are done bearing in mind the procedures and guidelines for public enterprise or organization, but other HRM functions and activities are silent. For instance, there has been concerns that employee compensation, training and development in RSUOE are virtually Zero. In addition, even when there are funds such as TETFUND and others, allocated for such things as training and development, they are not utilized and this has led to low employee output as well as poor service delivery.

Furthermore, the TETFUND earmark for training and development in Universities of which RSUOE is a beneficiary seems not to be utilized here. Or better still, is been politicized and hence used for a selected few for training and development whilst the majority of qualified employees do not benefit. With this situation on a ground, it becomes extremely important to assess the

Human Resource activities, with emphasis on the HR Policies in the University and their usage and relevance to enhancing employee productivity and overall service delivery.

Statement of the Problem

There is no doubt that the Human resources issues concerning the effective management of public enterprises given the Nigerian context is relatively flexible when compared to what is obtainable in private organisations. As earlier stated, HRM activities in RSUOE appear to be ineffective and inefficient and it is believed that it has resulted in low employee productivity and low service delivery. Due to the relaxed nature of the HR Policies, the institution tends to create loopholes in the areas such as training and compensation, promotion, retirement as well as employee welfares. These have as well led to the mismanagement of TETFLJND and others.

Several studies have been conducted on the need to restructure the HR policies of Public en rise to be in line with that of private institutions. Secondly as generations change, so must Human Resource Management adopt, the change so as to align with values, expectations, skills, and employee demands. In addition to inherent challenges effective FIRM that will revolutionize the Public and Non-Profit sector, other changes have impacted Human Resources Management such as Social media innovations - have led to improved internal and external services, a more diverse workplace with mixed genders and races as well as generations calling for different communication styles, behavioural expectations, an increased demand for a work-life balance, increased workplace violence, bullying and cyber bullying, and numerous regulation and law changes (Pynes, 2013).

With these loosed HR polices evident in RSUOE, it becomes increasingly difficult to establish an efficient recruitment policy, structured reward policy that is usually productivity-based, as well as re-invigorating the system through timely replacement of relevant and experienced personnel for efficient delivery of services rendered by the Institution. Some lapses include the Zero level of compensation and training observed in RSUOE. Thus, there is the problem of: how do you recruit and retain high-talent with these challenges, especially in the face of competition with private firms with more resources, flexibility, and competitive advantages abound? How can this institution overcome the inherent obstacles through consistent HR policies so as to obtain enhanced performance of the university so that its services and products can have a more impact on the people (stakeholders) as well as its employee become more productive in terms of service delivery? These issues are what this study intend to unravel.

Objectives of Study

The main objective of this study is to evaluate the effect of human resources policies on employee performance using Rivers State University of Education as a reference.

The specific objectives of the study include;

1. Determining the extent training affects Employee output /productivity in Rivers State University of Education.
2. Evaluating the extent compensation affects Expansion of Activities of Rivers State University of Education
3. Assessing the extent selection affects Service delivery in Rivers State University of Education.
4. Analysing the extent to which reward affects absenteeism and lateness to work in Rivers State University of Education.

Research Questions

In line with the study objectives, the following research questions were raised to guide this study:

1. To what extent to Training affect Employee output /productivity in Rivers State University of Education?
2. To what extent to compensation affect Expansion of Activities of Rivers State University of Education?
3. To: what extent do selection affect Service delivery in Rivers State University of Education?

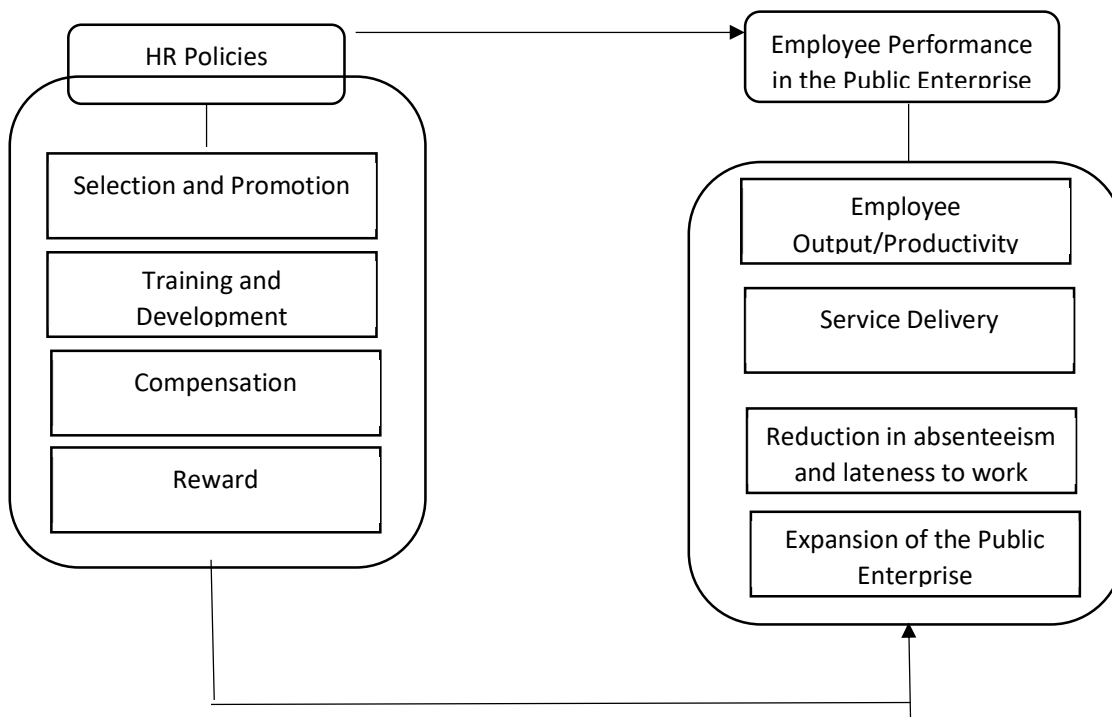
4. To what extent do reward affect absenteeism and lateness to work in Rivers State University of Education?

Significance of the study

The study will benefit policy makers as they will be able to compare the HR polices that will be of utmost importance and relevant to public organization as to adopt same accordingly. Employees will also see the reason why they have not been performing optimally when they find themselves in public organization viz a vis those in private organization. The study will also help in structuring a payment and reward scale system as well as highlight the importance of performance based reward system incorporated in the HR Policies that will be effective in public sector organizations.

Theoretical Review

Conceptual Framework



Source: Charles Researchers Conceptualization, 2022

Conceptual framework of Human Resources Policies (HRP) and Performance of Public Enterprises (PE)

Employees are major assets of every organization. The accomplishment of the public enterprise depends on its employee performance. Therefore, upper management knows the significance of expense in human resource policies or the advantage of improving employee performance and also places them to get the challenges of the today’s complete business environment. From the above, the Human Resource Polices take consideration issues such as training and development of the employees, issues regarding recruitment, compensation, retrenchment and retirement as well as appraisals/ evaluation of employees and sometimes evaluation of program objective actualization. These are some of the dimensions whilst on the performance of public organizations, its measures as conceptualized are the output of the employees, direct impact of its program on the people (stakeholders) and expansion of public

enterprise, as well as the reduction of absenteeism. The whole process, if adequately harnessed and managed can lead to efficient delivery of goods and services by the public enterprises; it will in turn make the public enterprises more competitive when compared to private enterprises.

Employee output! productivity: as earlier mentioned in chapter one, output or

Performance is multidimensional. Its elements include effectiveness, economy, efficiency, productivity, quality and behaviour. Performance can thus be tangible or behavioural. There is however a school of thought amongst modern management scholars which argues that ability is neither performance nor result/outputs (Kerman & Durham, 2009). According to the scholars, ability is an input like such factors/traits as initiatives, penetration, foresight, loyalty, integrity, leadership, etc. They have also pointed out that where these factors/traits/qualities are the basis for assessment, subjectivity becomes a significant problem. Productivity is the efficiency with which things are being produced. Employee productivity however is the measure of output per unit of input economically. It is the log of net sales over total employees (Rohan & Madhumita 2012). Thus employee productivity of an economy as whole or industry could be determined and this will lead to overall sustainability of an organization. Thus, the level of output/productivity will be determined by the policies in place in the establishment that will either encourage or discouraged increased output or productivity of the employees.

Human Resources Policies and Service Delivery: Policies are the bedrock of organisations whether private or public. That is why strategic decision makers (Top management) spend reasonable amount of time and resources in order to come up with strategic policies which usually form a framework for overall organizational existence. According to Ijewereme (2013), where HR Policies especially in the public sector organization is not adequately structured to tackle lapses that can occur during employee appraisal and evaluation, it can lead to pseudo reports on subordinates with grievous consequence of inefficiency in service delivery. In addition, HR Policies that are employees friendly such as consideration to employee welfare and personal development tend to overall lead to increased service delivery (SHRM, 2009).

Human resources policies and Expansion of Public enterprises: It is widely believed that Public enterprises were created in most countries to accelerate economic and social development. Yet increasing evidence indicates that most public enterprises either do not contribute strongly to development or perform their public service functions ineffectively or inefficiently (Dennis,2005).Most public enterprises are established to accomplish development objectives, among the most important of which were to provide services and infrastructure that could not easily be extended by conventional departments and agencies of the State or by a weak or fledgling private sector (Rondinelli, 2005). However, this laudable objective seems to be an elusive task as in most public enterprises especially in Nigeria, the management (including those that man the HR departments) is usually drawn from friends and relatives of the government in question. It becomes increasingly difficult to structure policies that will engender continuity of the service delivery and expansion of its activities. With the in place, employee morale becomes low, hence expansion of public enterprise activities and program becomes difficult. In addition, some HR polices developed in the enterprises can became another bureaucracy plagued by inefficiency, ineffectiveness, corruption, and incompetence, draining resources from the public treasury (Rondinelli, 2005). When these are in place, continuity or expansion of programs sometimes becomes non-existent.

Human Resources Management And Absenteeism And Lateness At Work: According to researchers and industry specialist, it is believed that unscheduled absenteeism and lateness to work rates have risen to high levels in the workplace in recent years, and this has continued to be of great concern to employers, who view the practices as counter-productive (Eroke, 2013).A

recent survey on reasons why employees report late to work, conducted by CareerBuilder.com, as reported by Thisday newspaper on line (2013), showed that 15 per cent of workers are late for work at least once a week. According to the survey, reasons given by employees for being late for work ranged from the expected - to the unexpected and this include "delayed by traffic", which accounts for 30 per cent, while lack of sleep represents 19 per cent. Other reasons why employees report late for work, according to the report, are bad weather, public transportation problems, wardrobe issues, or delay in getting kids to the daycare or school (Eroke, 2013). To another group of people, it is argued that somehow employers the world over conveniently forget that their employees could be overworked and might have a "life" outside work. They further argued that workers are no longer enthusiastic about their job. This, they said, may be because they were asked to work overtime without their consent and in most cases, they are afraid to decline in order to keep their job, because they don't enjoy what they are doing, they don't have enough support or help from co-workers, team or even boss, the work hours are too strict or too much or that they have not had a chance to take a proper vacation (Thisdaylive, 2013). As can be deduced from the foregoing, these issues are HR Issues, thus efficient HR policies that takes these issues into consideration, paying attention to workers needs and welfare can reduce absenteeism and lateness. This is particularly important as absenteeism is very high in public establishments where disciplinary measure is very bureaucratic. However, with adequate HR management and intervention, it can reduce and thereby increase the overall service delivery of the enterprise.

Interrelationship Between Human Resource Policies, Planning and Employee Productivity in the organization.

The importance of increasing productivity is one of the most critical goals in business and Human resource planning is very essential for the achievement and attainment of this productivity (Armstrong, 1 992).therefore, there is a relationship between Human Resource policies, Planning and Employee Productivity whose importance and significance resides. Ubeku (1983) identified activities that enhance managerial effectiveness that engenders employee productivity as follows: Acquisition of Best Human Resources, Focusing on Corporate Goal, Optimal Utilization of Human Resources, Human Resources development, Effective Reduction of Uncertainty, reduction of Labour cost and regularity of production

The Need for Effective Human Resource Policies and Planning in Organisations:

According to Anyadike (2013), the importance of systematic and comprehensive manpower planning has been recognized only in recent years. Traditionally, management assumed that it could always obtain the personnel it required whenever it needed them. For the most part, public organizations did not engage in formal human resource planning (Wallace, 1983). A company may be able to get by with such a casual approach if it is small, changes little and the skills it employs are relatively simple. The following reasons are why public organizations should carry on systematic human resource planning and policies; Future Personnel Needs; to cope with future change; High talent personnel requirement; strategic planning essence; equal employment opportunity policy and government contracts amongst others.

Empirical Review

This study adopts the empirical works of Anas Khan (2015) which concluded that human resource policies play a vital role in an organization because employee's performance is directly correlated with HR policies. The present study revealed that employees perform well and work with zeal and enthusiasm if the policies of an organization with respect to recruitment and selection, training and development, performance appraisal and incentive are properly designed.

Another empirical work is that of Ziad Sami et al, (2012)which revealed that human resource policies are positively related to organizational performance and have a statistically strong significance on it, R square is (70.2%). And, therefore concluded from the research results that

the most important effect of human resource policy on organizational performance is the implemented.

In a similar vein, Atakpa et al, 2013 in their work asserted that the Annual Performance Appraisal and Objective Assessment of Subordinate Officers in Nigeria Public Sector Organization have a deep crack and division, because the former does not in objective and real terms, reflect and approximate the latter. Further that the Annual Performance Evaluation Report (APER), which is commonly used in Nigeria public sector organization especially in the public service, is a mere ritual. The assessment often carried out by the superior officers does not represent an objective assessment of the subordinate officers, hence productivity and effective service delivery is not encouraged.

Also Idimiobi and Onyeizuigbe (2011) in their study "Performance Management as an Imperative for Effective Performance in Delta State of Nigerian Public Owned Organizations", highlighted that Performance management is a tool which focuses on managing the individual and the work environment in such a manner that an individual or team can achieve set organizational goals. The study concludes that the absence of performance management system designed by HRM and tied as part of the policies will contribute to the high rate of business failures in State public sector. This can be applicable to most public sector enterprises in Nigeria as a whole not just Delta state

Theoretical Framework

This study adopts the Universalist approach which is also known as (Best Practice) to strategic Human Resources Management theory. This view of SHRM argues "that all organizations will benefit and see improvements in organizational performance if they identify, gain commitment to and implement a set of best HRM practices". In this approach, the 'high commitment' concept links with human capital, as it must have a high level of commitment, enforced by the 'ideal set of practices' (Guest, 1997).

Two perspectives in HR debate can provide essential guidance in this matter. First, Universalistic perspective as mentioned above, commonly referred as best-practice approach, argues that some HR practices are always better than others and that all organizations should adopt these best practices (Delaney, Lewin, & Ichniowski, 1989; Huselid, 1995; Ostennan, 1994; Arther, 1994; Pfeffer & Veiga, 1999).

Various authors have presented sets of best HR practices which can bring competitive advantage to organization. These sets of practices are commonly referred to as high performance work systems (HPWS) and are famous as universally acceptable and successful. It suggest that the best HR practices are workable in both private and public organizations and hence are emphasizing that public organizations should emulate private sector HR practices in order to handle their human resource more efficiently. Therefore it is expected that if public organization should embrace this approach — the Universalist approach, it will no doubt become more competitive with the private enterprises and hence makes the organizations more attractive to highly skilled professional.

Considering the unique institutional values and path-dependent character of public enterprises, the present study argue that adoptability of private-sector HR practices for RSUOE will be the best way to go. In addition, if RSUOE modifies its HR Policies in line with this view, productivity will increase as adequate attention will be paid to workers compensation, training and overall welfare that will be tied to productivity. It is believed that the best set of HR practices must improve the productivity and effectiveness of human capital, place emphasis on any motivation made toward human capital, and aim to reach the firm's goals. Further, rewarding practices have to be properly set and implemented, targeting the idea of high commitment and satisfaction of employees. This is the ultimate aim of this study — to highlight ways the HR policies can be made more effective and efficient in increasing performance.

DISCUSSION

In this chapter, attention focuses on strategies for achieving the stated objectives, critique of the reviewed literature, and critique of the theoretical framework, conclusion and recommendations.

Critique of the reviewed Literature

Most private organizations all over the world are embracing the concept of rewarding employees based on performance and not on position or grade level. This is in line with the concept of Strategic Human Resource Management (SHRM). However, in the public enterprises especially in the Nigerian context, Human resources policies are centered or structured in a rigid manner in the sense that employees are rewarded based on position or grade but not on performance. It becomes increasingly difficult to attract and manage the best of human resources (Ojiako, 2013).

The concept of Strategic Human resources management and its impact on recruiting and retaining high productive employees have not been easily embraced in the public sector organization. The so called Civil Service structure that has been in existence for long is overdue for overhauling (Atakpa et al, 2013). In the light of these, there have been very few researches on the impact of human resources management as well as policies on improving productivity of both the organization and the individuals. Most available have relevance in developed world rather than developing countries. Studies such as this will have practical implication as it focuses on the public enterprises in Nigeria using the Rivers State University of Education (RSUOE) (A government or public enterprise).

Critique of the Theoretical Framework

The Universalist approach (best fit model) as earlier stated seems to be the one that fills the gap and hence its adoptability for the public organizations in Nigeria and relevance in this study. The theory argues that all organizations will benefit and see improvements in organizational performance if they identify, gain commitment to and implement a set of best HRM practices. In this approach, the 'high commitment' concept links with human capital, as it must have a high level of commitment, enforced by the ideal set of practices' (Guest, 1997). However, it did not take into consideration that there could be different commitment levels for different employees especially the academic institutions such as RSUOE. Even when it incorporates the tight fit approaches and best fit approaches, caution needs to be exercised, so that the policies does not be too tight fit or extreme best fit, and any of these could result in low productivity or low performance. 'Therefore, it becomes imperative to perhaps apply a mixture of models that will cater for different commitment levels for different employees

Strategy for Achieving the Stated Objectives:

In other to achieve the stated objective, the student adopted the following strategy which serves as the research methodology: Descriptive Research design was used. Further, in line with four objectives of the study as stated in chapter one, four research questions were raised and these in turn led to formulation of four hypotheses in the null form of which will be tested statistically at 0.05 level of significance. Furthermore, a target population of 1000 staff drawn from Admin and Establishments department of the University was used for the study. Using Taro Yamene sampling size determination technique, a sample size of 286 respondents was arrived at of which was used as the optimum size for the study. Structured questionnaires rated on a four point Likert scale served as the instrument for data gathering. Croanbach Alpha coefficient was used to test for the reliability of the instruments whilst expert validity used to validate the research instruments. Simple percentage was used to analyze the research questions while Pearson's Product Moment Correlation (PPMC) was used to test the hypotheses.

CONCLUSION

Human resource Policies must be linked with the organizational strategic plan as this is the only way to make manpower planning effective since it aims at not just ensuring that people are in the right place, at the right time and in the right number, but that they are also ready to adapt

appropriately to different activities for future manpower needs. HR Policies helps to create the opportunity to know your employee and focus on results. Implementing a recruiting and selection procedure will assist the firm in obtaining quality candidates, but also the creation and use of a learning culture: one that focuses on consistent development, innovation, empowerment, decentralized management will attract these candidates. If the firm's culture is right, retention is the goal.

The study highlighted the need for RSUOE to streamline its HR Policies in order to enhance performance of both the employees and the institution as a whole that will be seen in terms of timely and efficient service delivery. In addition, it has provided important contributions in literature: First, by targeting public enterprises and its attempts to develop a broader understanding of SHRM application and its relevance in the context of public sector organizations. Second, by providing a theoretical explanation for the adoptability of the Universalist approach to Strategic HRM for Public enterprises in the context of Nigeria as can be evidenced in Rivers State University of Education.

Furthermore, contemporarily, the school Management, Chief Executives and Heads are advised to use reward systems, employee involvement, teamwork and excellent interpersonal relationship to secure high productivity in the institution. This is important as it believed that it is the ability of an organization to align her human resource management policies and practices with the overall organizational goals that the needed productivity can be assured.

RECOMMENDATIONS

From the findings of the study, the following recommendation will help to make the HRM of not just that of RSUOE alone more effective, but could help public enterprises to be effective in meeting their respective mandates both to the employee as well as to the other stake holders. Therefore, it must design a HR Policies which will have focus on the following key areas:

1. Recruitment and Selection process: The HR department should consider recruitment as a critical task. A transparent process should be followed to ensure merit based recruitment and recruit the person that best suits to the position. A transparent and merit-based recruitment policy is followed with an aim to attract and retain capable and qualified employees. An extensive process should be equally followed for the hiring and selection of permanent and contractual employees. The use of reference, contacts and influences in hiring decisions should be minimally used. Being a public company, although the presence of influences and references from political and influential personalities in selection decisions cannot be eliminated, there should be consistency between formulated hiring policies and operationalized hiring practices.

2. Training and Development: Training and development of employees should be a preferred and valued practice. Public enterprises should have its own institute fully devoted for this purpose, where different employees get trainings according to their professional development needs. There should also be some kind of regular in house trainings. In addition to conducting in-house training programs, different training workshops should be outsourced to relevant institutes as required. The evaluation of effectiveness of training courses and analysis of improvement in employee productivity and/or behavior should also be measured.

3. Performance Evaluation: Performance evaluation practices should differ in case of executive and subordinate cadre. The performance of executives should be evaluated through performance management system (PMS) whereas in subordinate cadre, annual confidential report (ACR) or Annual Performance Evaluation Report (APER) should be used filled to evaluate the performance. Under performance management system in executive cadre, SMART (Specific, Measurable, Agreed, Realistic, and Time-bound) targets/objectives in form of key performance indicators (KPI5) should be set for each employee. These should be set through mutual discussion among management and employee.

4. Compensation: As per intended compensation practices such as variable pay depending upon employee performance should be used in executive cadre. Salaries should normally be reviewed once a year following the performance appraisal process. All increments should be awarded on the

basis of merit and performance rating achieved in annual performance review report. According to the perspective of employees, pay should not be depended upon knowing the right person, building relations with HOD, and using references and influences which are typical of conventional HR practice in public organization in Nigeria. Policies should however be consistent with the HR managers so that compensation is same on a particular pay-scale and increments are seniority based as well as through collective bargaining between employee' union and management.

5. Promotion: A Promotion Committee should be formed and regularly review its activities. These should consider both seniority and performance rating of employee. When employee completes required service experience, he/she should be promptly promoted to the next pay scale within subordinate cadre. Employees in subordinate cadre should also be promoted to executive cadre promptly.

6. Employee Layoffs and Retrenchment: Public enterprises in Nigeria are largely overstaffed because employment had been given under political patronage and fulfilling the state's objective of reducing unemployment. Therefore, policies should focus on employing the actual skills that are needed for the job per time whether skilled or unskilled. This way, the risk of high number of workers to be laid off should there be any change in financial position will be minimized, and thereby reduce labour union unrest and oppositions.

7. Effects on Working Conditions: In Nigeria, the overall working conditions of workers who remained in the public enterprises seem to be at least as less favourable when compared to those in private enterprises. This is the case in RSUOE. So policies should be designed in such a way that conducive working environment would be elevated. Holidays and Annual leaves should be encouraged and its financial involvements paid promptly.

Finally, according to SHRM (2009) many feel that the human resource personnel are not part of the ethics infrastructure, yet they are often requested to assist or remedy situations caused by ethical violations. According to Williams and Redmond (2005), the involvement of HR professionals can help the organizations ensure the availability of unfiltered communications, early identification of potential and actual malfeasance and other unethical behavior, and effective measures to prevent issues from recurring. It is hereby concluded (based on the findings) that for successful ethical standards and practices in Nigeria public sector (looking at RSUOE, a government owned institution), government's support and commitment are very essential and government must provide the direction for the public sector to rise up and move with the times which will be evident in an effective and efficient HR activities.

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