

Manpower Planning and Organizational Effectiveness in Akwa Ibom State University

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ABSTRACT: *Manpower planning or Human Resource planning constitutes very important component and resource base of any organization, be it private or public sector organization. It is against this backdrop that this study identified mismatch of employee with works and lack of requisite training and development as well as proper forecast and projection on manpower needs of organization with environmental realities as problems in order to examine the impact of manpower planning challenges on organizational effectiveness of Akwa Ibom State University. The study adopted a descriptive survey design methodology. Both primary and secondary sources instrumentation was used to collect data for the study. The population of the study was 1,225 comprised of both academic and non-academic staff of Akwa Ibom State University and the sample size of 302 was adopted. The Taro Yamane techniques coupled with regression, correlation analysis was used to test hypotheses with the aid of statistical packages for social sciences (SPSS). The finding of the study revealed that there is significant positive effect of staff mix utilization on the productivity of the Akwa Ibom State University. On the other hand, significant negative effect was shown on work life balance both on the climate of the university and that of motivation/incentive on efficiency and service delivery of the staff of the University. It is the recommendation of the study that training and retraining of staff of Akwa Ibom State University should be targeted towards equipping them with specific knowledge and skills to enhance their efficiency and productivity. The manpower development programme of Akwa Ibom State University should be strengthened and made continuous to meet the contemporary demands of staff output, sustainable motivated packages to boost performance and service delivery.*

KEYWORDS: manpower planning, organizational effectiveness, training needs, innovativeness, staff mix and productivity, employee's work life balance and climate

INTRODUCTION

Manpower is generally seen to be central to the survival, growth and sustainability of any organization, no matter the degree of its automation. It must be acquired in the right quantity and in the right quality, for the right time and purpose. Through technology a lot of inventions have been made to enhance productivity in

organizations. Some of these technologies may, out rightly, do away with human efforts, while others directly depend on human manipulations to attain results. In all, the place of human efforts cannot be rolled out. Manpower constitutes the set of employees in an organization, their numbers and skill levels have direct relationship with the degree of how well the organization achieves its purpose and attains its mission and vision. Understanding this, therefore, demands that management of any organization makes concerted efforts to figure out what manpower mix would deliver on expected level of organizational productivity at any point in time. This is referred to as manpower planning. In order to arrive at these attainments, an organization needs to effectively understand its structure and strategies towards organizational effectiveness. Manpower planning is the design on how to acquire, retain, train and develop workforce in such a way that it will answer to the present work's requirements, as well as guarantee adequate availability of such workforce in numbers and qualities in future. A careful observation to the alarming increase of incessant labour unrest occasioned by incessant strike actions between the Academic staff union of the university and other allied unions, negative attitude to work, work life conflict, absenteeism, bullying, fatigues, low productivity, turnover, low morale and incentives, inequity and ineffective reward system disrupts academic programmes and efficient service delivery. Manpower is the basis of all resources and also a veritable means of converting other resources to man kind's use and benefits. Even in the developed and industrial nations of the world where the used of machines and technology is at an advanced stage, manpower still remained the prime mover of other resources.

According to Armstrong (2016) manpower planning is defined as the process of human resource management that is shaped by the organizational strategy and ensures the right number of people with the requisite skills, in the right place at the right time to deliver short term and long term organizational objectives. Manpower planning entails forecasting the supply of and the demand for labour to avoid over-manning or under-manning which could be injurious to performance of organizations. The dimensions of manpower planning ensure that organization obtains and retains the right quantity and quality of staff needed, capable of effectively and efficiently completing tasks that will help the organization achieve its overall objectives. It translates the organization's objectives and plans into the number of workers needed to meet those objectives. As Ejiogu (2013) opines that staffing mix ranks as the most important task a manager must undertake because employees at all levels of the organization are responsible for the profitability, sustainability, growth, innovative creativity and continuity of the organization, that organizational effectiveness can only be achieved when the right pegs are placed on the right holes. Through effective staffing, employees become important sources of new ideas in the organization's innovative process.

Heneman and judge (2017) view staffing mix as the process of acquiring, deploring and retaining a workforce of sufficient quality and quantity to create positive impacts on organization's effectiveness. To do this, operational employees must possess the requisite skills, Knowledge, abilities and competencies. The need to have well qualified, flexible and proactive employees who will help organizations to meet their ever growing challenges of competitiveness, technological advancement, market globalization and improved productivity which has made manpower training and development a very vital human resources practice which no manager can ignore in the present scenario of our business world. In a developing country, like Nigeria, training and development of manpower resources is highly needed in virtually all business organizations for its effectiveness (Ezeani & Oladele, 2018). Deficiencies in knowledge, skills, and ability among the private and public organizations, particularly those of public personnel are remarkable. Training is necessary to ensure adequate supply of staff that is technically, socially competent and capable of career development into specialized departments or management positions.

Today, manpower training and development are at the heart of employee utilization, commitment, improved productivity, motivation and growth, and very essential for organizational sustainability. The level of their skills, knowledge, abilities, capabilities and expertise of the employees on the main, lies on the quality of training and development received by the employees, where very profound emphasis is placed by organizations on the training and development of employees and this has an implicit emphasis on productivity as any organization that fails to lay serious emphasis on training and development is preparing for obsolescence of its employees, and inflexibility to adapt to our fast- paced changing environment, Nwachukwu (2017).

The success of an organization greatly depends on the work life balance which is concerned with providing scope for employees to balance what they do at work with the responsibilities and interests they have outside and so reconcile the competing claims of work and home by meeting their needs, as well as that of the employers. The quality of working life is related to the basic extrinsic job factors of wages, hours, working conditions and the intrinsic factors of the work itself. Kodz et al (2018) explain the concepts and principles of work life balance is about employees achieving a satisfactory equilibrium between work and non- work activities, and that this balance should be healthy, which promotes organizational climate and this climate is partly due to the recognition of the need by the managers to ensure that those individuals who add value to the system will be made to stay to continue pouring their efforts into their work to the benefit of the organization. As Ehrhart & Macey (2018) opine that climate is created by interpersonal relationship exhibited through interaction with one another, of the organizational components, namely culture, structure, the effective rewards system where distributive and procedural justices, equity and fairness are interplay, leadership behavior and psychological needs of the members of the organization. Work life balance policies can lower absence and help to tackle the low morale and high degrees of stress that can lead to retention problems as employees' tire of juggling work and life responsibilities. Motivating employees to make important contributions to their jobs can create a profound impact on organisational effectiveness (George & Jones, 2015). Organisations exploit various resources in order to compete successfully. When employees are sufficiently motivated, they become devoted to duty and this leads to higher productivity and efficiency (Yusuf, 2017).

The study adopted four models of organizational effectiveness; the goal model, resources-based model, internal process model and the conflicting values model, Lawal (2016). The goal model suggests measuring how well the organization achieves its goals. The resources-based model lays emphasis on the ability of the organization to obtain resources. The internal process model focuses on the internal activities of an organization to assess how well they are working. The conflicting values model is an integrative framework that attempts to consolidate different viewpoints and suggests that organizations do many things and have many outcomes, as the measures of organizational effectiveness depend on which model is used. Common measures of the goal model of organizational effectiveness, includes innovative creativity, profitability, growth, market share, quality welfare and efficiency. The resources-based model may use measures, such as ability of the organization to obtain finance, raw materials, human resources, information and other resources. The internal process model may employ indicators of internal health and efficiency, such as the quality of corporate culture, organization climate, teamwork, job satisfaction and communication. The methods of achieving and the means to improve organizational effectiveness cover a wide array of managerial activities. Given this background, this study examines the impact of manpower planning to determine its efficacy on Akwa Ibom state University.

Against the backdrop of the importance of manpower planning to the attainment of organizational effectiveness, it has been observed that most organizations still record failures that are manpower related.

The world over, manpower planning is faced with numerous problems in organization; such problems differ in magnitude and complexity from organization to organization and from institution to institution. Some of the problems identified, include a mismatch of worker with work, lack of qualified manpower in quality and quantity, lack of requisite training and development, lack of proper forecast and projection on manpower needs of organizations and a periodic review to match with environmental realities. The reason why inefficiency has plagued the services of public organizations especially tertiary institutions in Nigeria is majorly due to factors such as nepotism, corruption and bottle-neck bureaucracy (Tettey, 2010). These factors becloud the managers and policy makers of sound sense of judgments. Employment based on family and individual needs, not based on the job-specific needs, kill efficiency and productivity of an organization. On this note therefore, can we say that Public Universities, nay- Akwa Ibom State University, employs based on need and merit? Public universities need to promote a scientific selection and recruitment of employees in order to eradicate people's person syndrome to employment, which has caused a lot of harm to the efficient operations of non-academic activities in public universities in Nigeria (Amin et al., 2014).

Administrative/personnel inefficiency is a menace to the growth and success of a organization. Inefficient employees or departments in an organization can cause a total breakdown in the flow of activities and the achievement of timely organizational results. Inefficiency directly relates to inadequate manpower or resources used in an organization (Barzegar and Farjad, 2011). Thus, managerial inefficiency is a waste of manpower or resources by an individual or department in an organization. The inefficiency of employees or departments can be determined or measured from the results achieved from the set task and the standard given to such employees or departments from the inception of the task. This is why inefficiency in an organization is directly linked to the lack of adequate training and development of employees in an organization (Khan, 2015). Inefficiency is practically prevalent among the non-academic staff of most federal and state universities in Nigeria especially when it comes to effective and efficient administrative handling of academic activities with regard to issues concerning students, academic staff, financial planning, budgetary system/ allocation, manpower coordination, and planning system. The lack of effective structure and the rigid bureaucratic system being practiced by these public universities coupled with managerial incompetence of non-academic staffs contributes to the dissatisfaction experienced by students and stakeholders in domestic and international communities.

Manpower development practices and processes face several problems that inhibit their effectiveness for organizational development and sustainability. Firstly, the inability of Human Resource Managers to properly identify and determine training and development needs is a serious manpower development problem as it will not only leads to under development of employees but also under-selection of employees for training. Human Capital Management is a key business initiative in the present globalized market place. Without insight into workforce and talent needs, organizational productivity suffers. To align with critical and emerging business goals and metrics, Akwa Ibom State university has to ensure that human resource has a strong understanding of the organization's emerging and core business issues coupled with key metrics and productivity indicators to determine what human resource related data will be most useful in aligning and driving organizational productivity.

Obviously the achievement of the objectives for which they were employed might be affected. As the popular adage says, "If a naked man promises you clothes, ask him which one". Where the manpower is not planned, organizations will be confronted with the inability to deliver quality services, inability to attract and retain the people required and difficulty in the development and training of highly talented personnel. Training on the Job and some forms of in-service training are examples of training being designed or intended to develop the knowledge or expertise, greater confidence and a higher degree of performance. The principal intention

of training is to equip people with the knowledge required to qualify them for a particular position of employment or to improve their skills and efficiency in the position they already hold. Staff development, on the hand, thus implies growth and the acquisition of wide experience for future strategies advantage of the organization.

The general business problem was that the increasing prevalence of work-life issues in the services oriented organization poses problems and negative consequences to university employees in many ways. The specific consequences and problem was a lack of information about the relationship between the provision of formal and informal organizational supports that organizational managers can use to increase employees' quality of work-life, which includes work-family conflict, job satisfaction, high depression and high turnover intention which the causes are as the result of the inability university to offered a requisites supports which the study intent to design satisfactory person-job fit equilibrium measures to curbs the menace.

Informal interaction with some employees of the study areas revealed that the morale of academic and non-academic staff of the university has been low among a certain category of staff which conforms to the assertion made by Tachie-Donkor et al. (2016) that motivation of academic and non-academic staff in the University of Cape Coast has not been given the needed attention. In a similar study, Afful-Broni (2017) comments that even though there are motivation schemes in universities, it is not equitably enjoyed by all categories of staff. Siamuzwe (2018) also found that motivation among employees in public and private universities has been demonstrably low. It is against this backdrop that this study seeks to highlight the effect of decomposed variables problem of manpower planning on public universities, both academic and non-academic within the university system in order to test its applicability and efficacy on Akwa Ibom State University.

The main objective of the study is to investigate the relationship between manpower planning and organizational effectiveness of Akwa Ibom State University. Specific objectives are as follows;

- i.To assess the relationship between employee training needs and innovativeness of Akwa Ibom State University.
- ii.To examine the relationship between staff mix and productivity of Akwa Ibom State University.
- iii.To ascertain the relationship between employee's development and sustainability of Akwa Ibom State University.
- iv.To determine the relationship between employee's work life balance and climate of Akwa Ibom State University.
- v.To examine the relationship between employee's motivation/incentives and efficiency of Akwa Ibom State University.

The following research hypotheses were formulated to guide the study:

Ho1: There is no significant relationship between training needs of employee and innovativeness of Akwa Ibom State University.

Ho2: There is no significant relationship between staff mix and productivity of Akwa Ibom State University.

Ho3: There is no significant relationship between employee's development and sustainability of Akwa Ibom State University.

Ho4: There is no significant relationship between employee's work life balance and climate of Akwa Ibom State University.

Ho5: There is no significant relationship between employee's motivation/incentives and efficiency of Akwa Ibom State University.

LITERATURE REVIEW

Concept of Manpower Planning

Manpower planning is determination of right number and right skills of workforce to suit present and future needs. Manpower planning is defined by Stainer (2012) as “strategy for the requisition, utilization, improvement and preservation of an enterprise’s human resource. It relates to establishing job specifications or the quantitative requirements of jobs determining the number of personnel required and developing sources of manpower.” Manpower planning is a process of determining requirements of right number and right kind of human force at right place and right time.

Objectives of manpower planning are to ensure optimum use of human resources currently employed. To assess future skills requirement, to provide control measures to ensure that necessary resources are available as and when required, to determine requirement level, to anticipate redundancies and avoid unnecessary dismissals and assess training and development needs.

Each organisation needs manpower planning. An organisational unit is started to accomplish certain goals. Which requires human resources with necessary qualification? These are provided through effective manpower planning. Comprehensive manpower planning helps to optimize effectiveness of human resources. In an organisation, employees who have grown old or who resign, retire, die or become incapacitated because of mental or physical ailment have to be replaced and new employees have to be recruited. This can be done through manpower planning. It is also needed for identifying surplus or shortage manpower areas and there by balancing manpower. In short manpower planning provides right size and structure of human resources which provides the basic infrastructure for smooth functioning of an organisation. It minimizes the cost of employment and nullifies the effects of disruptions in developing and utilizing the human resources.

According to Geisler (2014), opines that manpower planning is the process (including forecasting, developing, implementing and controlling) by which a firm insures that it has the right number of people and right kind of people, at the right place at the right time, doing things for which they are economically most useful. Armstrong (2012) makes a distinction between hard and soft version of manpower planning. The hard version is based on quantitative analysis in order to ensure that the right number of people is available when required. The soft version of manpower planning is concerned with ensuring the availability of people with the right attitude and motivation, and ensuring that those employed are committed and loyal to the organization as well as engage in citizenship behavior. Manpower planning consists of three steps;

- Forecasting future people needs (demand forecasting)
- Forecasting the future availability of people (supply forecasting)
- Drawing up plans to match supply and demand.

Chadler and Plano (2018), described manpower planning as the process of which organization ensures that it has the right number of people and the right kind of people, in the places, at the right time, doing the right things to serve the purpose of the organization. Nwankwo (2017) states that manpower planning is concerned with budgeting for the most effective use of an organization’s labour resources. Graham (2012), describes the concept of manpower planning as an attempt to forecast how many and what kind of emphases will be required in the future, and to what extent this demand will be met. Similarly, Bowey (2011) sees the concept of manpower planning as the activity of management which is aimed at coordinating the availability

of, different types of employee. Usually this involves ensuring that the firm has enough of the right kind labour at such times as it is needed. It may also involve adjusting the recruitments to the available supply.

Nwankwo (2017) posits that manpower planning can be divided into micro and macro types. The Macro refers to the nation's labour force and plans to utilize its resources more effectively. It also deals with training and development plans initiated by the Federal and State government aggregate labour supply, projectors and resolving unemployment problems. On the other hand, he said that the micro manpower planning is concerned with providing the right number and kind of people to accomplish organization's objectives. This includes the assessment of current human resources, forecasting future needs, designing programmes to recruit and develop personnel as well as implementing national manpower programmes in an organization. French (1974) tried to bring out what manpower planning entails, which to him include an analysis of current and expected vacancies due to recruitments, discharges, transfer, promotions, sick leaves, leaves of absence or other reasons and analysis of current and expected expansions or curtailment in departments. Onah (2019) asserts that on the basis of the analysis and assessment the personnel agency proceeds to make plans for internal transfers or reduction of manpower for training and requisite skills and knowledge, for advertising existing vacancies and, if need be, for the recruitment of new staff, or a combination of these processes. Manpower planning involves a series of activities which are six in number as follows (Onah, 2019).

- a. Demand Forecasting: this involves a process of estimating the future quality and quantity of manpower required for the establishment.
- b. Supply Forecasting: This includes manpower that is likely to be available from within and outside the organization, having allowed for absenteeism, internal movements, promotions, wastage, and change in hours and other conditions of work.
- c. Determining Manpower requirements: This is achieved by relating the supply to the deficit or surpluses that will exist in the future.
- d. Manpower productivity and cost productivity: This is the output of goods and services which can be obtained from a given input of employees within the organization. Manpower cost on the other hand, represents the overall expenditure on manpower, which includes remuneration cost, recruitment cost, training cost and personnel as well as administrative cost.
- e. Action Planning: The preparation of manpower planning should be based on manpower requirement and the implications of the information on productivity and cost. The main element action planning depending on circumstances, consist of recruitment plan, development plan; redundancy plan, training plan, productivity plan and retention plan.
- f. Manpower Budgeting and Control: This is concerned with estimating manpower requirement in terms of members, skills, and grades needed to accomplish specified tasks within a time frame which is usually a financial year.

Heneman and judge(2016) defines manpower planning as ‘‘a process and set of activities undertaken to forecast an organization's labour demand (requirements) and internal labour supply(availabilities), to compare these projections to determine employment gaps, and to develop action plans for addressing these gaps.’’ Thus, the essence of manpower planning is for organization as a whole, as well as for each of its departments and units to forecast work force requirements and then compare these to workforce availabilities. In manpower planning requirements, three possible scenarios exist. These are state equilibrium or balance, surplus and shortage.

- i. The State of equilibrium or balance exists when expected labour demand matches expected labour supply. In this scenario, identified vacancies can be filled internally through promotion or transfer. Alternatively,

such vacancies can be filled externally through external advertisement and other external methods of recruitment.

- ii. Labour surplus exists when expected labour supply exceeds expected labour demand. In other words, when the internal supply of employees exceeds the organization's demand.
- iii. Labour shortage exists when expected labour demand exceeds expected labour supply. In other words, when the internal supply of employees cannot fulfill the organization's demands or needs.

Scenarios ii and iii imply imbalances in labour supply and labour demand. Solutions to imbalances have been proffered by Cole (2007).

Manpower planning is affected by a number of factors among which are identified by Inyang and Akpama (2004) include;

- a. The Philosophy of Top Management: If the goals of top management are for the organization to grow rapidly, employment planning will be more important than if the goals include stable growth increasingly, many organizations have re-directed their focus on strategic human resource planning which will help them face more challenges and achieve competitive advantage.
- b. Government Legislations and Policies: Generally, government legislation and policies are usually directed toward creating equal employment opportunities for the citizens. As noted earlier, such policies as federal character have major impact on manpower planning in the public sector.
- c. Conditions of Labour Market: Saturated labour market can affect the amount, quality and type employment that is done in the organization.
- d. Types of Persons Employed and the Tasks they do; This factor affects manpower planning, unskilled employees need not be planned for but professionals like engineers, accountants, medical doctors, who undergo long period of training must be planned for in the organization.

Manpower is the basis of all resources and it is the indispensable means of converting other resources to man kind's use and benefits. So how well we develop and employ human resources skills is fundamental in deciding how much we will accomplish as a nation. Manpower is the pivot of every human institution. Even in the developed and industrial nations of the world where the use of machines and technology is at an advanced stage, manpower is still very essential (Comma, 2008). Training therefore holds the key to unlock the potential growth and development opportunities to achieve a competitive edge. In this context, organizations train and develop their employees to the fullest advantage in order to enhance their effectiveness (Devi & Shaik, 2012). The importance of training as a central role of management has long been recognized by leading writers (Irene, 2013). Training both physically, socially, intellectually and mentally are very essential in facilitating not only the level of productivity but also the development of personnel in any organization (Olusanya *et al*, 2012).

In a developing country like Nigeria, training and development of manpower resources is highly needed in virtually all business organizations for its effectiveness (Ezeani & Oladele, 2013). Deficiencies in knowledge, skills, and ability among public personnel, particularly those of Asia, Africa, and Latin America, are remarkable (Bahal, Swanson, & Earner, 1992). Training is necessary to ensure an adequate supply of staff that is technically and socially competent and capable of career development into specialist departments or management positions.

There is therefore a continual need for the process of staff development, and training fulfils an important part of this process. Training should be viewed therefore as an integral part of the process of total quality management. Beardwell and Holden (1993) argue that the recognition of the importance of training in recent

years has been heavily influenced by the intensification of competition and the relative success of organizations where investment in employee development is considerably emphasized.

Staff Training

Fanibuyan (2011) defines training as the systematic process of altering the behavior and or attitudes of employees in a direction to increase organizational goals and development as programme generally aimed at educating supervisory employees above and beyond the immediate technical requirement of the job and have a main objective of improvement of the effective performance of all managers. Training is the application of gained knowledge and experience (Punia and Saurabh, 2013). Training can be defined as organized activity aimed at imparting information and/or instructions to improve the recipient's performance or to help him or her attain a required level of knowledge or skill (Marku-Ablerdu, 2013).

Chandrasekar (2011) explained that, workplace have two types of impact on employees" moral, productivity and engagement positive and negative, if you give a good work environment the effect will be positive. According to Garavan (1997) without any pre-training employee cannot perform easily. According to Flynn et al. (2019) organizational goals can be achieved effectively if employees of those organizations are provided sufficient training. Training should have significant role for the development of employee's performance. According to Drucker (1999), the one contribution a manager is uniquely expected to make is to give others vision and ability to perform. Training is the organized procedure by which people learn knowledge or skills for a definite purpose. Cole (2002), defines training as a learning activity directed towards the acquisition of specific knowledge and skills for the purpose of an occupation or task. Gordon (1992), defines training has the planned and systematic modification of behaviour through learning events, activities and programs which results in the participants achieving the levels of knowledge, skills, competencies and abilities to carry out their work effectively.

Grobler et al (2016) described training as the use of specific means to inculcate specific learning, using techniques that can be identified and described. These techniques and methods should be continually improved. Armstrong (2006), emphasizes that training should be developed and operated within an organization by appreciating learning theories and approaches if the training is to be well understood. Training refers to the acquisition of the skills, knowledge and competencies required to perform a task, by means of teaching. Noe *et al.* (2018) defines training as, a planned effort to facilitate the learning of job-related knowledge, skills, and behaviour by employees. Training therefore can be explained as a planned and systematic effort by management aimed at altering behaviour of employees, in a direction that will achieve organizational goals. Rothwell (2016), categorize them into two sets, to fill up a performance gap (identified during the performance management process) and to fill up growth gap, (to be promoted or to be able to fill another open position in the organization). Schmidt *et al.* (2018) refers to three methods for identifying training needs: the generic methods, performance analysis, and competency assessment. Training can only be performed when it has determined which employees should receive training, their current levels, knowledge and skills. Trainers identify how employee should perform and then design a training program to fit the employees required skills. However, the assessment of the individual will indicate the range of skills and knowledge that is to be acquired.

The need for employee's retention has encouraged the employers to pay attention towards employee development through training in order to keep them motivated. Training as a function of human resource management is concerned with organizational activity aimed at bettering the performance of individuals and groups in organizational settings. For the organization, training lead to improved profitability while cultivating more positive attitudes toward profit orientation. For the individuals, training improves job

knowledge while also helping in identifying with the goals of the organization. Training can be defined as the planned learning experiences that teach employees how to perform current and future jobs. According to Raja, Furqan and Muhammad (2011), training has become the most important factor in the business world today, because training increases the efficiency and the effectiveness of both employees and the organization. Training is a systematic restructuring of behaviour, attitude and skills through learning, education, instruction and planned experience. Training is designed to change or improve the behaviour of employees in the work place so as to stimulate efficiency. The cardinal purpose of training is to assist the organization achieves its short and long term objectives by adding value to its human capital. Training and development are not undertaken for the sake of training, but rather are designed to achieve some needs. Edwin (2017) defined training as “an act that involves growing the knowledge and skill level of an employee in order to perform a specific job”. According to Dubashi (2013), “Training is a procedure of improving the knowledge attitude and skill of employees to attain organization’s objectives.

Non-Academic Staff Training

There are several methods of training and development employed by most organizations to gauge employee job inefficiency. These methods are dependent on several factors such as organization’s need, job performance needs, job duration, number of employees to be trained, the relative impact of the training among others (Oyeniya, 2011). However, the most commonly used method of training in organizations of today is on-the-job-training, team-training, creativity, diversity, customer relationship management training among others. We also have off the job training such as employee induction, workshops, seminars, mentorship training among others. Some of these methods are usually not a common practice of most organizations as a way of gauging employee inefficiency but are recognized as a direct or indirect method used for employee training (Engetou, 2017). Additionally, training has been categorized into two different types; preservative and in service- training. Preservative training is usually educational in nature as it is usually conducted by a formal organization where the participants are required to learn based on structured syllabus and contents for a particular period of time to acquire a formal degree or certificate. While in-service-training is consistently offered by organizations to all its employees for the purpose of improving employee’s performance as it’s related to organization activities (Emeti, 2014).

University management can enhance the non-academic staff functions by providing comprehensive job-specific training to all its administrative staff. This is only possible when an organization conducts job-specific assessment and performance evaluation to determine the needs of each position as it relates to the type of employees required to occupy identified positions in the organization. This will help the university to determine the type of training needed and the right method appropriate for training non-academic staff for better performance on the job. Research has shown that organizations that train its employees to be problem-solvers, decision-makers, and enhance their interpersonal skills perform optimally on the job and improve organization competitive edge (Raja, Furqan and Muhammad, 2011).

The current business environment is moving at an increasingly fast pace due to technological innovation and organizations that are not abreast of this reality are gradually going into extinction. Therefore, training nonacademic staff on the use of some technology to get the job done is not a question required for debate but a must for an organization who want to excel both in the local and foreign environment. Furthermore, there are many factors that determine the rating of an institution some of which are; research orientation and availability on the internets, quality of faculty members and international recognition and citation, teaching reputation, international student’s attraction, and students’ ratio. All of these rating criteria for university, directly and indirectly, involve the work and skills of non-academic staffs within an institution (Niazi, 2011). Thus, neglecting the training of nonacademic staff training to be better equipped with the relevant

technological equipment necessary for better performance on the job is at the peril of the university. It has been observed that non-academic staff training, especially in public universities in Nigeria and Africa as a whole, has been greatly neglected and ignored for several reasons. Meanwhile, effective and efficient performance is always expected from these staff as a result of the dynamic business requirement which imposes the use of technology as a means of getting work done in faster and easier ways. Hence, employees who are not trained especially on the use of these technologies are not expected to perform optimally on the job (Ndibe, 2014).

Innovation Conceptual Clarification

Conceptually, innovation is a new mechanism or institutional arrangements which is implemented to solve organizational problems or to gain better outcomes in the public sector. The public sector is keen on innovations because of endless need for improve productivity and effectiveness. Innovation represents novelty in public action and art of doing things in better way than before in the public sector. Public management innovation also clarifies value chain of how public management provides or facilitated accountable relationships between the general public and public management. As a concept, innovation is characterized by reality and can be significantly seen. In this respect, minor changes are mere fine and plausible adjustment but radical changes or breakthrough can be classified as true innovations in the real sense of it. Innovation in management represents newness. Non innovative reforms and changes are introduction of old, already well-established mechanisms which may not be accompanied with significant economic benefits or resolve prevailing deficiencies.

People become more creative when they feel motivated primarily by the interest, satisfaction, and challenge of the situation and not by external pressures; the passion and interest – a person’s internal desire to do something unique to show-case himself or herself; the person’s sense of challenge, or a drive to crack a problem that no one else has been able to solve, within every individual, creativity is a function of three components:

1. Expertise
2. Creative thinking skills
3. Motivation.

Expertise encompasses everything that a person knows and can do in the broad domain of his or her work-knowledge and technical ability. Creative thinking refers to how you approach problems and solutions- the capacity to put existing ideas together in new combinations. The skill itself depends quite a bit on personality as well as on how a person thinks and works. Expertise and creative thinking are the manger’s raw materials or natural resources. Motivation is the drive and desire to do something, an inner passion and interest. When people are intrinsically motivated, they engage in their work for the challenge and enjoyment of it. The work itself is motivating. People will be most creative when they feel motivated primarily by the interest, satisfaction and the challenge of the work itself-“the labour of love”, love of the work- “the enjoyment of seeing and searching for an outstanding solution – a break through.

Creativity, according to Robert Gahim,(2019) consists of anticipation and commitment. Anticipation involves having a vision of something that will become important in the future before anybody else has it. Commitment is the belief that keeps one working to realize the vision despite doubt and discouragement. The manager is primarily concerned with developing new products, processes or markets, the ability to bring something new, product, processes or markets, the ability to bring something new into the market. The entrepreneur indulges in original thinking more than any other person thinks and he is able to produce

solutions that fly in the face of established knowledge. Entrepreneurs are inclined to be more adaptable and are prepared to consider a range of alternative approaches. They challenge the status quo, which can sometimes bring them into conflict with their colleagues. They dismiss their detractors and are sometimes regarded as aloof. Stoner and Wankel (1986).

Creative outcomes seldom emerge in an instant: a recognized process is involved, even if it appears to be rather chaotic. It begins with recognition of a problem or anticipation of an opportunity, and then, through understanding the situation and reflecting on the issues, new linkages are contemplated and possible new combinations of components are aired: From this emerge visible solutions or possibilities that are subjected to valuation, which may be continuous with judgment being suspended while the search process is prolonged in pursuit of genuine newness. Managers take bold creative steps but situations encourage creativity.

Creativity is, however, enhanced when people have some freedom, but not too much; high internal commitment to the task; but not too high a commitment; high proportion of intense rewards, but some extrinsic rewards as well; some competition but not winner take- all competition. Thompson (2001).managerial activity depends on the process of innovation following creativity, not on creativity alone.

Concept of Effective Staff Mix Utilization and Productivity

In examining the concept of staff mix effective utilization, Udo Aka (2012) admits that it has to do with “a sequence in the relationships between development and effective utilization of human resources which emphasizes their relevance to the manpower requirements and their actual deployment in their appropriate mix to meet national needs”. Egungwu (2011) added that it is a gradual and systematized continuous job assignment during the working life in order to guarantee increased performance abilities. He made the following clarifications; Systematized staff mix utilization schemes require the placement of only employees in the right job at the right time and place irrespective of their origin, and adequately motivating them, through appropriate management techniques to be productive. It ensures that every employee’s talent is used to the fullest benefit of the enterprise and of the employees. By taking this step, there is the avoidance of talented employees’ display of disenchanting and disruptive work attitude which never augur well with any enterprise.

In an explanation, Egbo and Okeke (2009) state that the target for employee effective utilization involves optimal use of skills, will-power and knowledge or human capital of the employee without recourse to parochial considerations of race, origin, sex; age and other psychographic and demographic yardstick in pursuit of organizational objectives through efficient use of other factors services, including land and capital. Hence for us, staff mix utilization involves effective use of personnel in pursuit of efficiently designed goals through objective roles assignment based on appraisal outcomes, skills and knowledge garnered from training and development programmes as well as experiences or employees’ competences. Ezeani (2002) sees this as involving maximum use of competent staff, and their deployment at strategic places and the creation of enabling environment for the practice of acquired skills. Ajileye (2012) rightly observes, “...where trainees are not deployed to perform for which they are trained, it results in a huge financial loss to the organization”. Apart from this, the employee loses confidence in himself, his organization and the undertaken.

In corroboration with this view, Smith and Gintzberg (2017) observe that the commonly observed error in both developed and developing nations is the tendency to often shift attention exclusively to matters like manpower supply with very little considering given to its development and utilization. They maintain that there is a close relationship between manpower development and its corresponding utilization since “a trained person who is not used or who is poorly utilized is not really an asset”. In fact the extent to which the full

rewards of training are realized depends on a planned and systematic approach which integrates a clear-cut plan for utilizing trained personnel. According to Harbison (2013) staff mix utilization is a factor to the attainment of corporate objectives. He argues that appropriate and maximum utilization of human resources in production activities are the essential factors that can increase economic development. Egbo and Okeke (2009) summarized the issue of staff mix utilization by their comment; In a nutshell, the entire idea of human resources utilization is concerned with how best to put to use the human capital of the employees of the organization for the attainment of its objectives without undermining the potentialities of the workers to attain optimum psychological and material benefits from his work. It refers broadly to the effective deployment of existing skill, qualification, competences and in fact human capital for the maximum achievement of individual goals and organizational or national goals and objectives. It is pertinent to note that there are several conditions required for the actual use or application of skills. Boxall and Purcell (2003) share similar view. The less individual performance, they admit, is a function of three factors viz: ability, motivation and opportunity (AMO) and point out that perform well when:

- a. They are able to do (that is, when they can do the job they have the necessary abilities and skills.
- b. They have the motivation to do so (that is, they will do this because they want to and are adequately incentivized; and
- c. Their work environment provides the necessary support avenue for expression.

Successful training and development programme offer potential and real benefits to the organization and to the employees. Conceding this view, Ezeani (2002) in his definition of personnel management observes that the aim is to ensure effective use of performance, or potential performance, which can be reminded by appropriate training. Onah (2003) adds that there are many ways of overcoming deficiencies in human performance at work, and training is only one of them. It is important to recognize this fact, since sometimes training staff are asked to meet needs which ought to be dealt with in some machinery or simplifying procedures. Furthermore, Onah was of the opinion that as lack of training is dysfunctional to organizational performance, adequate care should be taken to recognize when training is needed. Thus according to Nwachukwu (2018), indications that employees in any organization require training are the following factors:

- i.Lack of interest in one's job
- ii.Negative attitude to work
- iii.Low productivity
- iv.Tardiness
- v.Excessive complaints
- vi.Excessive absenteeism rate
- vii.High rejects or low quality output
- viii.High incidence of accidents
- ix.Insubordination.

Whenever these conditions are experienced among staff, Nwachukwu (2014) contends that the organization should consider organizing training. As these situations are frequent occurrences in organizations, the implication is that training has to be regular. Put precisely, training is a continuous process. Dooley (2016) emphasizes this point when he asserts that training is not something that is done once to a new employee, it is used continuously in every well-run establishment. Every time you get someone to do work the way you want it done, you are training, every time you give instructions or discuss a procedure, you are training.

There are varieties of training types or methods by different scholars from which managers can choose. The first important thing to do is to establish the need for training and carefully identify who needs training and

the kind of training needed. The next thing to do is to select the best technique that will easily lead to the training objectives. As Pigor and Myers (1984) rightly observe, The type of employee training best suited to a specific organization depend upon a number of factors such as skills called for in jobs to be filled, qualification of candidates applying for job and the kinds of operating problems confronted by the organization. Cole (2002) was more comprehensive in treatment of training methods. He defines training methods as “the means by which we intend to communicate information, ideas, skills, attitude and feelings to learners”. Of the personnel to achieve maximum productivity for the organization and at the same time enable the employee to gain optimum psychological and material benefits from his or her work. The successful and prosperous future of any organization is a function of the skills, knowledge, abilities and competencies of the employees. And this is possible depending on the extent of training and development received by employees. Training and development not only improve employees resourcefully, but also it gives them a chance to learn their job virtually and perform it more competently, hence increasing organization’s productivity. Oguntimehin (2010) noted that training increases the productivity of organizations.

Organizational productivity refers to the capacity of an organization or business enterprise to produce at a very best. Organizational productivity implies level of output after input has been made, how well an organization functions.

According to Mali (2008) productivity refers to a measure of how well resources are brought together in an organization and utilizes for accomplishing a set of result, productivity is seen as the level of performance with the least expenditure or resource. The effectiveness of the use of the factors of production to production goods and service in any given organization is often referred to as productivity. Organization gain by improved organizational productivity and the workers gain by receiving the rewards and satisfaction that come from advancement.

According to Akineju (1999), training helps organizations to achieve their objective of higher productivity. Neo *et al* (2014) confirm that the human capital obtained from training and development by employees determines the long-term productivity of an employee on the job. In relation to organizational productivity the individual employee productivity translates to group productivity and operational profitability. Employee training has been found to contribute to their performance effectiveness and productivity of organizations (Ameeq and Hanif, 2003; Olaniyan and Ojo, 2008; Singh and Mohanty, 2012; Kum *et al*, 2014; Colombo and Stanca, 2008). Wright and Geroy (2001) noted that employee competencies change through effective training programmes. Accordingly, it is not only enhances the knowledge, skills and attitude of the individual to perform effectively on their current and future jobs, it also contributes to superior organizational performances which give organizations competitive edge over others and thus, enhances their productivity and level of profitability.

Employee Productivity and Quality of Service Delivery

According to Odhiambo, Njanja, and Zakayo (2014), the inefficiency of most employees in the organization can be traced directly to the recruitment and placement strategy adopted in the organization which sometimes is a result of an indirect linkage of employee capability and the job description and organization objectives. It is important to state that employee productivity has a direct impact on organization productivity as the former dictate the tone and direction with which the later will take. This is because of the overall productivity that an organization record within a year shows the extent of performance and productivity of individual employees within an organization (Papa et al., 2018). It is therefore important to recruit the right employees for a job position in the organization.

Recruitment is the process of employing or engaging the best-qualified individuals which may be internal or external recruitment for an organization. It is the technique to discover the best workforce to meet the essential staffing plan and to use fruitful measures for attracting labor in adequate numbers in order to empower appropriate skills for a beneficial working power for the organizations (Dash and Mohapatra, 2016). Furthermore, the quality of service delivered by employees in the organization can also be traced to the efficiency and effectiveness of the recruitment process with regard to job skills and placement strategy adopted. Employees that are placed on a job that does not match his/her skills will not perform up to the standard expected in the organization. However, the quality of service delivered to customers-clients of the organization indirectly determines the return purchase of such customers clients which at the end impact positively or negatively on the overall performance of the organization. Thus, training and development can serve as the missing link to gauge underproductive employees and employees whose work standard and service delivery are below expectations in the organization (Papa et al., 2018).

Instruments of Staff Mix Utilization

Ensuring effective use of the personnel in any organization is the function of the managers, especially those in the personnel unit and department of the organization. They hire, train, use and fire (Egbo and Okeke, 2009). As it concerns the utilization of personnel, several mechanisms are open to organization and end goal is principally to ensure that workers are always at the right place and time carrying out tasks which allow them to apply their knowledge and skills learned. Kiggundu (2013) rightly asserts that human resources utilization is the extent to which available human resources are deployed effectively for the maximum achievement of individual, collective organizational or national goals and objectives. Effective human resources he noted may involve three options; human resources allocation, maintenance and further development. The instruments of human resources utilization according to Egbo and Okeke are: Transfer and Job rotation, Advancement, Promotion, Conversion, Delegation, Secondment, Special assignment and project, Sitting up for superiors, Assistant-to method, Membership of committee and Junior Board

The Concept of Manpower Development and Sustainability

Concept of manpower development according to Abegeze (2014) tackled an important current issue in African manpower development planning; He asserts that manpower development is the building and enhancement of human resources through formal education and training. He emphasizes the important prerequisite for national development; African countries have expanded a significant part of their meager resources in planning development and utilization of manpower resources. Similarly, Omole (2004) asserts that human resources development is concerned with providing learning and development opportunities making training intervention and planning, conducting and evaluating training programmes. He further disclosed that the aim of manpower development programme is to see that the organization has the best and quality workforce it needs to attain its goals for improved performance. Therefore, manpower development is defined as a process of extensive education, planning, training and evaluation of training programmes on the employees in order to boost their performance in an organization. Manpower development requires an integral approach that addresses multidimensional aspect of employees, ranging from enhancing technical and interpersonal skills to creative thinking and leadership. Organization with high productivity have no doubt made manpower development an integral part of their business culture. However, in the Nigerian context, at times in the university environment, staff may be trained but may not be effectively utilized to give out their best on job.

According to Beach (2018), the human assets grow and increase in value; maintaining and upgrading employees' skills not only tend to increase productivity; but also increase commitment and motivation. Beach

asserts further that the approach to manpower development within the firm will vary according to the technology, traditional policies and the value of management. Omole (2004) asserts that human resources development is concerned with providing learning and development opportunities, making training intervention and planning, conducting and evaluating training programmes. Nadler (1970) was also of the opinion that human resources development, a series of activities conducted within a specific time and designed to produce behavioural change. However, in this definition, Nadler failed to identify the nature of the activities which individuals undertake to bring about behavioural change and also did not make explicit the underlying goals of development programmes for staff of organizations. This lacuna was filled by Armstrong (2012), who said that human resource development is concerned with the provision of learning, development and training opportunities in order to improve individual, team and organizational performance. Similarly, Akintayo and Babajide (2015), reported that manpower development programmes had been found to have capable of influencing high turnover of profit, improved quality of service, better use of human resources, increased safety on the job (reduced number of accidents), increased staff motivation, less resistance to change, less cost due to human errors, more efficiency and productivity.

Croft (1996) further underscores the reasons why the practice of human resources development has become increasingly important thus; · Human resources are becoming increasingly expensive to employ and as such, their management must be approached with utmost caution; · Social science research has emphasized the importance of increasing productivity and the benefits of having satisfied workforce; and Legislation and development of industrial relations have encouraged the emergence of specialists will be able to interpret and apply their skills to this area of management. To Croft, other rationales for human resources development are to ensure increased productivity; improvement in employee morale, reduce supervision, personal growth, organizational stability and to meet future personnel needs of organization.

The importance of manpower development to the national development were figured out by Egbo and Okeke (2009), who opined that sustainable development of any country, depends on how well the human capitals in its productive population were developed and trained, provided to those who need it, at the right time using right methods and techniques.

This position was reinforced by Harbison (1962) and Mbat (1992). According to Harbison, the developmental potentials of any nation depends primarily on its available human and capital resources, marginally on her natural resources and a nation's population make up her very inestimable asset. Mbat, on his own part, is of the view that human resources development provides the cardinal point which any realistic economic development can be based. He asserts that without man, management either through training or education is for better skills, national economic development cannot make the desired impact since development should be "human centric". Ahanor (1990), submits that the objectives of manpower development programmes in any work organization is achieved by ensuring that everyone in the organization has the knowledge and skills to reach the level of competence required to carry out their works effectively. Similarly, Osterman (1995) posits that the performance of individual employees and teams in work organization is subject to continuous improvement on their skills and employees should be developed in ways that maximize their potentials. These can be obtainable in an organization if there is effective manpower planning and implementation.

Noel (2015) describes development as a future oriented, volunteer activity of an employee to enhance his abilities and skills in long run. Development involves preparing employees for higher responsibilities in future. Development according to Ezeuwa (2009) can be seen as the use of human resources to quantitatively change man's physical and biological environments to his benefits or ever seen as involving the introduction of new ideas into the social structure and causing alteration on the pattern of the organization and social

structure. To develop staff, (Daniels,2003) simply refers to make them grow with the organization so that they can be fitted for available higher positions within their capacity. Development deals with improving human relations and interpersonal (Iwuoha, 2009). One of the most important functions of Human Resource Management is employee development. Antonacopoulou (2010) defines Employee development as a means to develop the abilities of an individual employee and organization as a whole. In every organization the success is tremendously relayed on its employees. However, there are different other aspects that perform a major part; an organization need to ensure efficient employees in line with financially dominant and competitive in the market. Organizations want to have the employees, who are capable to swiftly adjust in continuously fluctuating business environment. Most companies are investing a lot of money on the training and development of employees in order to remain competitive and successful.

The importance of developing employees' skill is rapidly growing and organizations are using this to compete with their competitors in the market. According to Antonacopoulou (2010) employee development activities are very important for the employees, as the activities are performed, it indicates that organization cares about their employees and wants them to develop. Many organizations are contributing towards the employee development activities, it enables the employees to work hard, utilize their full skills and efforts to achieve the goals of the organizations.

In the face of current challenges, the concept of manpower development needs to be redefined, with sustainable human resources practices being a more appropriate approach to actual human resource management. Sustainable practices aims at long-term objectives and results, being characterized by employee and environmental care, employee participation and development, external partnership, flexibility, compliance with labor regulations, cooperation between employees, equity, and equality, without reacting profitability. Sustainability Evaluation Reports (2020), among the main characteristics of sustainable human resources practices, two core characteristics: employee development and a mix of flexible working time and new types of workspaces are particularly important from the perspective of their impact on two main outcomes of sustainable human resources practices: job satisfaction and job performance.

In the light of achieving sustainable human resource management, the positive influence of employee development on job satisfaction as an important outcome of sustainable human resources practices can be revealed. Employees are key stakeholders in the formation and development of the organization's human and social capital and are a key source of knowledge and support for the development and implementation of sustainable organization. Employees working desired hours tend to be more motivated and spend a longer period of time without changing jobs. In recent years, this paradigm shift conducted to an increase on employee autonomy, interruptions during work schedules to meet employee needs, employee participation on decision making, workspace modelling, increasing employee creativity and productivity. Job performance and satisfaction influences sustainable human resources practices, so their knowledge is essential to be able to redefine human resources practices according to current needs. If an organization wants to practice sustainable human resources management, it should focus on developing employees in sustainability, by engaging them through taskforces, trainings and in the sustainability strategy's design and implementation.

Inefficiency in Nigerian Universities

The non-academic department in a university system consists of works, bursary, librarian, medical personnel, exams and records, confidential secretaries, cleaners/messengers, administrative staff, account, security personnel among others. Many of these departments are greatly inefficient at their capacity to function effectively and support the university system to achieve its stated objectives and goals especially in state and federal universities in Nigeria (Iwuoha, 2018). For instance, exams and record department in Nigerian

universities have a long history and mismanagement of student's results and preparing academic transcripts for students.

This inefficiency has gone so deep to an extent where foreign universities or organizations will send a mail to exams and records department to confirm a student's academic status and will not get any response. Furthermore, a student will be processed for National Youth Service Corp (NYSC) and when the student comes back to request for his/her academic transcript, that when the exams and record department will found out that the students have a missing result. Additionally, the bursary department will allocate a project or work to a contractor and bring up different stories and the issue of no funds after job completion. Furthermore, the department of works is seen as a department filled with incompetent staff that cannot successfully carry out a task especially with regard to employees who uses low-quality materials to execute a task (Samuel and Chipunza, 2009).

This incompetence has become a general symptom in public institutions and organizations in Nigerian and this is because the recruitment process for this staffs is not based on the need for job performance in the organization but to satisfy top-ranking officers who have relatives that need employment opportunities (Moulik and Mazumdar, 2012). Similarly, most confidential secretaries in universities have no knowledge and capacity to handle computers or successfully preside over meetings such that they can take and read minutes of meetings. This issue of inefficiency among non-academic staff has become a menace and has damaged the university image both in the domestic and global level. It has even brought a set back to the academic activities in the universities (Samuel and Chipunza, 2013). The inefficiency among non-academic staff units such as exams and records, works and bursary among others are regarded to be lack of effective training and development and sometimes dueto wrong placement and recruitment of staff.

Training and development as it is said that is an essential tool necessary for organization growth and survival especially in a dynamic and ever-changing business environment. Training and development are important for a university administrator to be effective and efficient at the work they do for the organization. This means that lack of training and development of university administrators would hinder the success and educational services of a university system and this would affect the rating and attraction of the university to the international community. Notably, inefficient training and development of employees among state and federal university administrators in Nigeria are attributed to lack of strategic career planning and growth, lack of adequate infrastructural facility and inadequate tools for employees to effectively perform at work (Diefendorff *et al.*, 2018).

Work- Life Balance and Organizational Climate

Work-life balance employment practices are concerned with providing scope for employees to balance what they do at home and work responsibilities and interests they have outside work and so reconcile the competing claims of work and home by meeting their own needs as well as those of their employers. The work life foundation(2013) recommend that practical day-to- day business and related needs should be considered when organization set about selecting the range of work-life options that should be made available to staff, whether on a collective basis (as, for example, flextime arrangements) or on an individual level(say, allowing an individual to move to term-time working provisions). Individual requests for a particular working arrangement generally need to be considered on a case-by-case basis, but it is important for a culture to exist that does discourage employees from making requests. In addition to fearing the reaction line managers, the risk of career damage is a common reason for poor take-up of work-life balance arrangements. Line management will need to be convinced that work-life balance measures are important and payoff in terms of increase engagement.

The IRS (2012) considers that flexible working is considered the most practical solution to establishing an effective work-life balance. The term flexible working covers flextime, home working, part time working, compressed working weeks, annualized hours, job sharing and term-time only working. It refers to special leave schemes that provide employees with the freedom to respond to a domestic crisis or take a career break without jeopardizing their employment status. However, IRS noted that creating an environment in which staff who opt to work flexibly and those who raise work-life issues will require a cultural shift in many organizations, backed by senior level support.

The benefits of introducing work-life policies are:

- Improved productivity and quality of work.
- Improved commitment and morale
- Reduced staff turnover
- Reduced casual absence
- Improved utilization of new recruits.

Work-life balance policies can lower absence and help to tackle low morale and high degrees of stress that can lead to retention problems as employee's tire of juggling work and life responsibilities. The research conducted by the institute of Employment studies (Kodz *et al*, 2012) identified employees who were staying longer with their firms because of success to flexible working arrangements. For a long time, researchers have shown interest in studying the importance of organizational climate as a strategy through which organizations can communicate what they believe in and do (Reichers & Schnieder, 1990). The interest in organizational climate is partly due to the recognition of the need by executives to ensure that those people who add value to the system will be made to stay to continue pouring their efforts into their work to the benefits of the organization.

Heyart (2011) describes climate as a relatively enduring quality of the environment that is experienced and perceived by individuals; influences individual interpretation and actions; and can be described in terms of a particular set of characteristics which describe a system's practices, procedures, and tendencies. Castro and Martins (2010) define organizational climate as the shared perceptions, feelings and attitude that organization's members have about the fundamental elements of the organization, which reflect the established norms, values and attitudes of the organization's culture and influences individuals' behaviour positively or negatively. It is the meaning people attach to interrelated bundles of experiences they have at work (Macey, 2013). This climate is created by the interaction with one another, of components, namely culture, structure, system, leadership behavior and psychological needs of the members of the organization (Singh & Mahey, 2012). Employees in a high organizational climate environment care highly about customers' opinion on their services and tend to think about how to improve their services and maximize job satisfaction (Lin & Lin, 2011).

The importance of human resources in organization management is increasing every day. In addition, the changes exist in organizational, educational and universities environments. Their resultant creativity, innovation, and flexibility must be emphasized. These are necessary transferors of voluntary behavior from staff of an organization or university. Consequently, the university should be capable of shifting its personnel vision, viewpoints, and behaviors, which act for organizational improvement. With regard to this issue, many researchers have paid attention to Organizational Climate (OC), Job Motivation (JM), and Organizational Citizenship Behavior.

Organizational climate has a long history in organizational psychology and organizational behavior, and is an important topic of study in organizational development. Watkin and Hubbard noted that high-performing organizations have climates with particular measurable characteristics, which has shown how organizational climate can directly account for up to 30% of the variance in key performance measures. This is supported by research that examined the relationship between the way in which employees describe their work environments, and the relative performance success of these environments. Watkin and Hubbard contend that organizational climate does make a difference to organizations' performance because 'it indicates how energizing the work environment is for employees'. There is, however, clearly more to an organization's performance than an 'energized employee' or the presence of certain organizational and leadership characteristics: 'productivity also depends on the morale, which governs discretionary effort - the willingness to go the extra mile'.

Organizational Effectiveness

Composition of people which formulate independent business identity for some specific purpose is commonly known as organization and getting desired outcome within defined resources is treated as effectiveness. Organizational effectiveness is the notion of how effectual an organization is in accomplishing the results the organization aims to generate (Muhammad, et al, 2011). It plays an important role in accelerating organizational development (Bulent et al, 2009). It is the net satisfaction of all constituents in the process of gathering and transforming inputs into output in an efficient manner (Matthew et al, 2005). Organizational effectiveness is defined as the extent to which an organization, by the use of certain resources, fulfills its objectives without depleting its resources and without placing undue strain on its members and/or society (Mary et al, 1996). It is the maximum combined utility of the primary constituents (Matthew et al, 2005). The goal model describes organizational effectiveness in terms of the extent to which an organization attains its objectives. The legitimacy model regards organizational effectiveness in terms of a background evaluation "of component preferences for performance and natural limitations on performance from an external environmental perspective" (Zammuto. R. F, 1982).

The constituency model considers organizational effectiveness "as a set of several statements, each reflecting the evaluative criteria applied by the various constituencies" involved with the organization being evaluated with an emphasis on means criteria (Connolly.T, 1980). The systems resource model defines organizational effectiveness "in terms of its (the organization's) bargaining position, as reflected in the ability of the organization, in either absolute or relative terms, to exploit its environment in the acquisition of scarce and valued resources" and how they utilize these resources (Yuchtman. E, 2017). Efficiency measures relationship between inputs and outputs or how successfully the inputs have been transformed into outputs (Low, 2000). According to Pinprayong and Siengthai (2012) Business efficiency reveals the performance of input and output ratio, while organisational efficiency reflects the improvement of internal processes of the organisation, such as organisational structure, culture and community. Excellent organisational efficiency could improve entities performance in terms of management, productivity, quality and profitability. Efficiency is all about resource allocation across alternative uses (Kumar and Gulati, 2010). Pinprayong and Siengthai (2012) introduced seven dimensions, for the measurement of organizational efficiency: Organizational strategy; Corporate structure design; Management and business system building; Development of corporate and employee styles; Motivation of staff commitment, development of employee's skills; and Subordinate goals.

In a related development, the exact relationship between efficiency and effectiveness may in essence be contingent upon other relevant variables in organizational settings, such as the necessary resources availability and cost. In some cases of emergency, efficiency may not represent a critical issue (even if it is

desirable) as compared to the far more vital issue of effectiveness. Nevertheless, in situations where resources are limited as applicable in most private organizations, efficiency may emerge as a most important factor in facilitating organizational effectiveness.

To manage organizations well, managers need a clear sense of how to measure effectiveness. The measurement of overall organizational effectiveness in many organizations has been found to be very difficult to comprehend. This is so as noted, because of organizations largeness, fragmented and divers nature. As organizations perform many activities simultaneously and pursue multiple goals, this make them to generate many outcomes, some of which are intended and some unintended. In recognition of this, it is noted that. The bottom line is not the only measure of effectiveness, and as a result, most researchers on the area have focused primarily on organization-wide phenomena. Under such context, organizational effectiveness measure is therefore typified in terms of productivity, performance, service delivery, profitability, growth and so on (khan, 2010), in view of that, there is not much consideration given to the role played by the various parts, or subunits of an organization in determining its success. As a result, some scholars expressed that the measurement of organizational effectiveness tilted to assume one or two ways or concepts un-dimensional framework, paying much attention to only one evaluation criterion such as productivity. In contrast to that approach, is the multivariate criterion which effectiveness measure involves the employment of several distinct criteria that are treated simultaneously?

Concept of motivation and Organization Efficiency

Motivation was derived from the Latin word “movere” which means “to move” (Rajput et al., 2011); it is explained as the desire to demonstrate behavior and reflect a willingness to expand the effort. To motivate is “to provide with a motive” while “motivation is the act or process of motivating”. It is, therefore, the execution or processes involved in giving one’s opinion on an issue that causes one to cover some achievement.

According to Chintaloo & Mahadeo (2013), motivation is the desire which drives individuals to achieve some goals to fulfill some needs and expectation. This definition was highlighted by Kamalian et al. (2010) who defined motivation as “a set of courses concerned with a kind of strength that boosts performance and directs towards achieving some definite targets” (p. 168). As indicated by Lai (2011), motivation refers to those elements that trigger conduct that is described by enthusiasm and volition. Intrinsic motivation comes from a person’s gratification, intrigue, or delight, while extrinsic motivation is administered by fortification possibilities. Besides, Lai (2011) expressed that motivation needs also have to do with a gathering of resolutely related convictions, observations, qualities, interests, and activities. He underlined that motivation restrained in people and has a propensity to differ across various areas of knowledge, and this area specificity increases with age.

Customarily, educators regard intrinsic motivation as more desirable and efficient than extrinsic motivation. Robbins and Decenzo (2008) see motivation as the desire to put in more energy to achieve organizational objectives, conditioned by the efforts and ability to satisfy the needs of employees. They established motivation to be a function of effort, organizational goals, and needs.

Theoretical Review

The study is anchored on the three theories, namely; Resource Base Theory, Human Capital Theory and General system theory.

Human Resource Based Theory (WENERFELT, 1984)

Resource Based View (RBV) was articulated into a coherent theory by Wernerfelt (1984). The theory states that the organisational resources and capabilities that are rare, valuable, non-substitutable, and imperfectly imitable form the basis for a firm's sustained competitive advantage. RBV suggests that the firm can secure a sustained competitive advantage through facilitating the development of competencies that are firm specific, produce complex social relationship; are embedded in a firm's history and culture, and generate tacit organizational knowledge (Odhong, *et al.*, 2013). This theory recognises manpower as the most valuable, non-substitutable and imperfectly imitable resource that a firm can successfully utilize to achieve organisational productivity and competitiveness. Resource-based theory is linked to human capital theory in that they both emphasis that investment in people adds to their value to the firm, (Baron and Armstrong, 2007).

The success of an organization is heavily dependent on the active resources of an organization and these active resources are the human capital that determines the usage of the passive resources for an organization (Armstrong, 2009). The human resources are the pool of employees that are under the influence of employer especially in a contractual relationship within an organization. Organizations need human beings to achieve set goals and objectives and to enhance organization competitive edge especially among competing firms within an industry. Thus, the human resource-based theory is hinged on the importance of human beings for the successful establishment and competitive performance of a business enterprise. The theory relies on two assumptions for a successful competitive advantage in an organization (McDowall and Saunders, 2010).

First, the theory assumes that firms within an industry operate on different competitive edge depending on the capability of the resource that they control. Secondly, it assumes that since a firm's resources are not mobile or traded within an industry, thus, a company can retain a competitive edge acquired through firm resources for a long period of time (Olusanya, Awotungase and Ohadebere, 2012). The emphasis of the theory, therefore, is that firms within an industry or strategic group compete with different resources with regard to human beings and thus, will have a different competitive advantage. This means that if all firms in an industry have the same type of human resources, then all firms would operate on the same kind of competitive edge which may deter continuity and the success of an industry. The RBV theory is an essential measure of human resource efficiency for a firm's competitive advantage and performance within a firm's strategic group (Ezeani and Oladele, 2013). This shows that human efficiency within an organization is determinant of what becomes the fate of an organization within an industry. Human efficiency within an organization is expected to deliver different results for an organization in order to satisfy the needs of customers at an agreed cost. According to Barney (1991), the immobility and non-transferability of resources are not enough to ensure sustainable competitive advantage for firms within a strategic group. This means that for firms to achieve and experience a sustainable competitive advantage, its resources need to be rare and valued from the eyes of customers and improperly imitable and substitutable from the eyes of competitors (Obi-Anike and Ekwe, 2014). This theory is relevant to the proposed study because it emphasizes the importance of human resources efficiency at work and its effects on organization performance and sustainable competitive advantage. Thus, human resource efficiency in an organization cannot be overemphasized as it determines the success and or failure of an organization.

Human Capital Theory (Elliot, 1991)

This research is anchored on Human Capital Theory by Adam Smith (1776). The origin of human capital goes back to emergence of classical economics in (1776) and thereafter developed a scientific theory. The idea of investing in human capital was first developed by Adam Smith (1776), who argued in the Wealth of Nations that differences between the ways of working of individuals with different levels of education and training reflected differences in the returns necessary to defray the costs of acquiring those skills. Economists

such as Elliot (1991) developed the theory of human capital. He is concerned with human capital in terms of the quality, not quantity, of the labour supply (Baron and Armstrong). After the manifestation of that concept as a theory, Schultz (1961) recognized the human capital as one of the important factors of national economic growth in the modern economy (Dae-bong, 2009). The theory argues that a person's formal education determines his or her earning power. Human capital theory holds that it is the key competences, skills, knowledge and abilities of the workforce that contributes to organizations competitive advantage. It focuses attention on resourcing, human resource development, and reward strategies and practices. According to Human Capital Theory, education is an investment because it is believed that it could potentially bestow private and social benefits. Human capital theorists believe that education and earning power are correlated, which means, theoretically, that the more education one has, the more one can earn, and that the skills, knowledge and abilities that education provides can be transferred into the work in terms of productivity (Dae-bong, 2009).

This theory emphasizes the value added that people contribute to an organization. It regards people as assets and stresses that investments by organizations in people will generate worthwhile returns. The theory suggests that investment in people results in economic benefits for individuals and society as a whole (Sweetland 1996). The investment in individual can be made in terms of education, health, nutrition, and any other development that results in long-term benefits. It is important to clarify that the investor in this particular case is an individual who decides whether to invest his or her time, money and other resources into some activity that will benefit his or her human capital.

Many researchers have been conducted in the area of human capital however; there is still the existence of a wide gap between theory and practice. The shift towards value-addition based measurements of investment in intellectual capital has gradually begun to close the gap between theory and practice. This model meets the demand for giving employees the status of key resource by treating them as investment and not as cost; this because they invest their knowledge and skills which is valued by the market through the organization's activities and reflected in the created value added. The model has received wide usage in the area of intellectual capital valuation especially with intellectual capital due to the inadequacies of the other valuation methods and measurement models. The model provides a standardized and consistent basis of measure that can be used for easily comparison both within sector, industry or internationally. It is also important to state that all the data used is based on audited information from financial reports, therefore results can be said to be objective and verifiable. Also, like other traditional measures of corporate productivity, it is easy and straightforward for both internal and external users of the financial statement.

General System Theory (Ludwig von Bertalanffy (1972))

The essence of theories in the behavioural science is to guide and facilitate research, and this can only be done if such theories are both logically and operationally adequate. Therefore, the primary function of a theory is to explain empirical data or a phenomenon. It was on the above premise that the researcher adopted 'system theory' which guided the study. This theory adequately applied on.

Egbo and Okeke (2009) submit that the theory is closely linked with the pioneering works of Talcott Persons and David Easton who developed a systematic framework for studying complex social setting, especially the political system. However, they said that the approach became popularized following the study by a biologist, Ludwig von Bertalanffy, in his publication "General system theory" in 1969. Outputs. The suitability of the system theory over others has been clearly advocated by Koontz and O' Donnell (1980:23) as follows;

The advantage of approaching any area of enquiry or any problem as a system enables us to see the critical variables and constraints and their interaction with one another. It forces scholars and practitioners in the

field of management to be constantly aware that one single element, phenomenon or problem should not be treated without regard to its interacting consequences with other elements. According to Ludwig von Bertalanffy (1972), “to understand an organized whole, we must know the part as well as the relations between them”. He defines a system as “a set of elements standing in interaction”. To Lucey quoted in Croft (1996), “A system is a set of interdependent parts that together form a whole or perform some function- that parts must be interdependent or/and interactive”. Every system consists of five basic parts namely: inputs, process (thorough put), output, feedback and environment. For an organization, inputs must consist of demand for some action; resources with which to pursue organizational objectives, underlying values of those outside organization (and even within it), and support for its essential structure and goals.

Empirical Review

Empirical evidence shows that sophisticated manpower planning activities are positively related to labour productivity and profitability (McGrath, 2006). Manpower planning or work force planning as it is commonly called is a key to organizational effectiveness and performance. In the study conducted on a survey of 53 corporations in the US and Canada on their approaches to business and manpower planning, Burack (2012) found that “the respondents both manpower and business planners, emphatically endorsed the concept that strategic and long-range business plans should include a human resources component.” In the study of managers from Taiwan and Cambodia, sang(2015) concluded that manpower or workforce planning as well as staffing mix, balance work life, compensation and incentives, teamwork, training needs, employee security and intelligences had a positive and significant influences on non-financial and financial dimensions of organizational effectiveness and performance. The study validated the positive effect on operational dimensions of effectiveness and performance, namely, productivity, profitability, organizational climate and effective service delivery.

Public universities need to promote a scientific selection and recruitment of employees in order to eradicate people’s person syndrome to employment, which has caused a lot of harm to the efficient operations of non-academic activities in public universities in Nigeria (Amin *et al.*, 2014). The finding of the study shows that induction training contributes immensely to employee performance on the job and thus needs to be carefully encouraged for better performance to be consistently experienced from all employees (Abeba, Mesele and Lemessa, 2015). Moreover, employee promotion needs to be based on structured performance evaluation and feedback needs to be cheered in order to help non-performing employees examine his/her grey areas and work towards meeting set performance standards in the organizations. It is believed that the activities of most Nigerian universities especially federal and state are controlled or ratified by the federal and or state government. Hence, the government needs to enforce a consistent training and development for both academic and non-academic staffs through a substantial budgetary allocation aimed towards improving the standards of civil servants to be at par with international universities at least once every year. This is important because the world is fast changing especially with the fourth industrial revolution setting new standards for job operations (Ng’e the *et al.*, 2012). Nigerian public universities need to keep abreast of this technological development and equip its administrative or non-academic workforce to deliver optimally and help project the institutions in such a way that it would improve the rating and standard of the university both locally and within the international community.

Furthermore, the finding of the study shows a negative relationship exists between on-the-job training and quality of service delivery. Many of the articles reviewed show a positive relationship existing between on-the-job training and employee performance which can be likening to quality of service delivery in the private organization (Abdullah, Ahsan and Alam, 2009). This, however, shows the importance of on-the-job training

process that private organization has been adopting to gauge employee inefficiency and enhance standards performance of employees to be at par with what is required to compete with rival competitors.

Victor and Jonathan, (2013), in their study: “Training and Manpower Development, Employee Productivity and Organisational Performance in Nigeria: an Empirical Investigation” opined that over time, organisations have been embarking on training and capacity building for their employees so as to enhance productivity and overall performance of the organisations. This is due to the recognition of the important role of training and manpower development in attainment of organisational goals. Consequently, their study investigated the effects of training and manpower development on employees’ productivity and organisational performance in Nigeria, using First Bank of Nigeria Plc as a case study. The study applied structured questionnaires to a sample size of 75 drawn by simple random sampling. The data generated was analysed using descriptive statistics. The findings of the study revealed that majority (70%) of the respondents agreed that training and manpower development has enhanced their efficiency and job productivity. Secondly, majority (80%) of the respondents overwhelmingly agreed that training and manpower development enhanced organisational performance.

Shodeinde (2015), in his study: “Personnel Training and Development as a Tool for Organisational Efficiency” used employees of MTN Corporate Head Office in Lagos State as the study population. The study adopted a qualitative approach using questionnaire as main instrument of primary data collection. A total of 110 questionnaires were administered to 217 employees of MTN Nigeria. Using bar charts to illustrate the degree of response; the result of the findings shows that respondents agreed that there is a significant impact of training and development on employee commitment, employee morale and motivation, employee corporate behaviour and organisational efficiency.

According to Udu and Ewans (2016), Human capital development and employee job productivity using double diamond plastic manufacturing firm, Aba, Nigeria as a case study. The study employed a correlation design in an attempt to determine the direction and magnitude of the relationship between the studied variables. Structured questionnaire drawn on 5 point scale rating was administered to a sample of one hundred and sixty five (165) respondents drawn from the population of the study. The data collected from the respondents were analyzed with Pearson’s product moment correlation and p-value. The results show a positive relationship between on-the job training and quality of employee job productivity. This was shown by a positive correlation coefficient and the result on the second objective shows a positive relationship between off the job training and worker efficiency. This also was shown by a positive correlation coefficient (r) of (0.84). The implication is that increased in human capital development enhances employee job productivity, which in turn, leads to increased organizational productivity. In the light of the findings, the study recommends that organizations should allocate considerable efforts, time, and resources to invest on human capital development for the acquisition of practical skills, and learning experience deep-rooted on the work for operational excellence.

Yaya (2016) investigated the effect of human capital development on job satisfaction of librarians in Nigerian public universities. A correlation survey research design was adopted. The study population consisted of 1,254 librarians in public university libraries in Nigeria, from which 923 were selected using simple random sampling. The research instrument used was a self-developed questionnaire. The study revealed a significant relationship between human capital development and job satisfaction of librarians in public university libraries in Nigeria. It concluded that contrary to general belief, job satisfaction and productivity levels of librarians in university libraries were high. It is recommended that university library management should continue to promote values such as improved employee recognition, good leadership style and improved

human capital development programmes that would increase job satisfaction and productivity of its workforce. Danjuma and Akinpelu (2016) examined the impact of human capital efficiency on corporate productivity of industrial goods companies listed in the Nigerian Stock Exchange Market. For a period of 6 years (2009-2014,) the effect of human capital efficiency on productivity was examined by applying the human capital component of the value added intellectual coefficient (VAIC) methodology. Multiple Linear regression models were used for analyzing the relationship between the variables of interest; Employees' growth (EG), Earnings per Share (EPS), Return on Assets (ROA), Human Capital Efficiency (HCE), lagged Human Capital Efficiency and Size of the firms. The finding survived a number of robustness check and the result indicates that there is positive significant relationship between human capital efficiency on ROA and EPS, and an insignificant negative relationship between human capital efficiency on Size, lagged human capital efficiency and number of employee growth. This study contributes to the existing Human Capital theories by revealing the HCE of Industrial goods companies and its impact on Corporate Productivity. Chijindu, Ibeh, and Emerole (2016) examined the effect of human capital development programmes in optimizing employee productivity in Abia State. The research adopted survey research design, primary and secondary data was used, and questionnaire and oral interview was used in eliciting information from the respondents. The Population of the study consists of three hundred and fifty seven (357) employees of the organisation, using Taro Yemen formula the sample size was deduce to be one hundred and eight nine (189), and simple random sampling technique was used to select the respondents. Descriptive statistics and Logistic Regression analysis was used to analyze the data obtained with the aid of SPSS version 20. The analysis was based on one hundred and sixty five (165) questionnaire well filed and returned.

The major findings revealed that human capital development programmes employed in Abia State House of Assembly includes: Training, Seminar, Workshop, and Skill Acquisition. With regards to the relationship between the human capital development programmes employed in Abia State House of Assembly and the productivity of their employees, Logistic Regression result revealed that: training, seminars, workshops and skill acquisition are the human capital development programmes that are significantly related to the productivity of employees. The researcher concluded that training, seminars, workshops, skill acquisition enhances employees productivity when effectively and efficiently implemented and sustained, and thus, recommends that government should live up to their responsibility by adequately funding Abia State House of Assembly to enable them sustain the human capital development programmes in the organisation.

Udu, (2014) carried out a study on in-system human capital development in Nigerian Universities with focus on National Universities Commission (NUC) on Doctoral Degree. The study was design to explore the issues surrounding the weak human capital development in the Nigerian university system. The conventional content analysis method was employed in the treatment of information collected from the ten (10) universities in the South East, Nigeria because they share the same institutions, environmental and configurations with other universities in the country. The study found that Nigerian university system is made up of academic staff members who have divergent degrees in their numbers but dearth the pre-requisite capabilities, competencies and knowledge to effectively inculcate the right ideas and required skills to the students. The few who are actually academics are cumbered with work over load that they seldom have time to actively engage in incise research publishable in international journals.

Work-life foundation (2003b) survey of work-life balance established that most common work-life measures taken by organizations were provision of part time working (90 percent), family/emergency leave (85percent) and general unpaid leave (78 percent).formal policies are most likely to be found in public and voluntary sector organizations (35 percent) and the least likely to be found in manufacturing (14 percent). In an empirical study involve insurance organization in Spain; Sanchez *et al* (1996) proved that existence of an

open organizational climate has a positive influence on the successful adoption of work-life balancing. Similarly, Ray et al (2004) found that service climate has positive regression weights in all of their models, suggesting a positive relationship between organizational climate and effective service delivery.

Fourteen separate work–life programs are studied to examine the impact on employee productivity. Among these programs, flexible work schedules and dependent care assistance are mostly significant for improving firm productivity. However, there is an exception in South Korea where it shows that flexible work schedules decrease productivity. Considering flexible work schedules, Edward *et al.* (1996) investigated the impact of flexible work schedules, particularly in large manufacturing (only pharmaceuticals) organisations in the US and showed that the productivity of employees was improved. They confirmed the positive productivity impact after considering 11 years of panel data. In many cases, employees can manage time more efficiently if they have the option of flexible schedules, and thus, they become more productive (Wood, 1999). Similar findings are also reported by Dex *et al.* (2001). However, after investigating 1,903 organisations of various sizes, both in the private and public sector in South Korea, Lee and Kim (2010) concluded that flextime was an ineffective method to improve employee productivity. The possible explanation is that employers in Korea mostly run flexible work schedules according to their business needs rather than considering employee preferences (Lee & Kim, 2010). Moreover, in Korean firms, the social normative pressure is not very strong and organisations consider family-friendly programs to be added costs. They argued that in South Korea, most employers adopt commitment-enhancing HRM practices and they use flexible schedules to meet business fluctuations rather than thinking of employee preferences. This employer-oriented flextime makes employees stressed and dissatisfied, and it consequently reflects positively on the turnover rates of employees in organisations. Consequently, employers are discouraged from enhancing human capital and investing in flexible schedules (Kim, 2008).

Nevertheless, flextime can significantly improve employee relations in organisations (Lee & Kim, 2010). The plausible clarification may be that the work schedule chosen by employees is favourable for their productivity. This builds good employer–employee relations in organisations. In many cases, organisations meet their business demands through their preferred working time and in the long-run, this deteriorates the management–employee relations.

Carlson et al. (2012) and Schjoedt (2013) examined the relationship between work-family conflict and job-life satisfaction. Findings from both studies showed a negative relationship between work-life conflict and life-work satisfaction. Moreover, associations existed between work-life conflict and various work-related (e.g., job satisfaction), family-related (e.g., life satisfaction), and stress-related (e.g., burnout) outcomes (Wang, Chang, Fu, & Wang, 2012). In another meta-analysis of work-family conflict, Carlson et al. (2012) revealed a negative relationship to work outcomes, including performance, turnover intention, absenteeism, organizational work commitment, job or work involvement, and burnout. For instance, Kossek, Kalliath, and Parveen (2012) showed that the impact of perceived flexible workload and facilitation on a list of work outcomes positively relate to job satisfaction, productivity, organizational commitment, and negatively absenteeism. Jang, Zippay, and Park (2012) noted flexibility can reduce work-life conflict in a quantitative study using data from the 2008 National Study of the Changing Workforce (NSCW). They explore the mediating role of negative work-family spillover in the relationship between schedule flexibility and employee stress; however, other researchers have not found any association between schedule flexibility and work-life conflict (Perdeen, 2015). Nijland and Dijst's (2015) findings from a quantitative and qualitative examination of the relationship between work-family conflict and six work outcomes illustrated that family interference with work rather than work to family conflicts relates negatively to work performance and attitudes. The six outcomes of work-family conflict were performance, turnover, absenteeism, organizational

commitment, burnout, and job involvement. Also, Beutell and Schneer (2014) suggested that a link exists between the work-life conflict, irrespective of the direction, and higher turnover intentions, care related absenteeism, and lower commitment to organizations and careers. As people experience more conflict in their work-life roles, their levels of job and life satisfaction decrease (Banerjee & Yang, 2013).

The leaders of several organizations recently adopted work-life balance or work-life policies to reduce the negative impact of work-life conflicts on employees' well-being and to help employees manage their work life duties more efficiently (Park, 2014). In general, everyone can benefit from engaging in practices that can improve the work-life balance (Schjoedt, 2013). The economy can improve as more skilled and knowledgeable people are available to work; businesses can also improve through easier recruitment, improved retention, and easier service delivery. Parents can spend quality time at home as well as gain financial support through work, while people with disabilities can have improved access to work. Employees are better able to balance work duties with other aspects of their lives (Goh *et al.*, 2015). Early work of Ngo *et al.* (2009) and Yanadori and Kato (2009) support the notion that work-life programs can negatively influence the turnover rates of employees in organisations. Similarly, Avgar *et al.* (2011) and Cegarra-Leiva *et al.* (2012) investigated 173 hospitals in the UK and 149 small and medium enterprises in Spain respectively and found that employees were reluctant to leave, as they had access to work-life programs. Work-life programs facilitated them to manage multiple roles in life, and thus, they were encouraged to serve the organisations for the long term. Furthermore, teleworking is found to reduce turnover rate of employees in organisations. For instance, Sands and Harper (2007) studied telecommuting across 13 large organisations in the US and found a significant negative relationship with turnover rates.

Telecommuting is considered a support from organisations to employees that encourages them to stay with firms. This finding is also consistent with other previous studies (Dex *et al.*, 2001; Kossek *et al.*, 2006). Similarly, Stavrou and Kilaniotis (2010) conducted their study on 3,337 organisations of various sizes across Anglo and Nordic clusters and found that turnover decreased significantly in the Nordic societal cluster for telecommuting and working from home. However, in the Anglo cluster, turnover increased for unsocial hours and part-time arrangements. Here, business demands often push employees to work unsocial hours or part time, causing employee dissatisfaction. However, in Nordic countries, organisations believe in a 'collaborative' future where they take decisions based on the mutual harmony of all stakeholder interests and they are more focused on internal flexibility rather than external (Brewster *et al.*, 1997; Kalleberg, 2001). Likewise, teleworking was found to be significantly negative to the absenteeism of employees in organisations (Stavrou, 2005). Employees can give their optimum effort and best hours to work, which meets the strategic objectives in return for the flexibility (Illegems & Verbeke, 2004). Knowledge-based organisations with sophisticated technology can use these flexible practices to reduce their cost as well as to improve their performance at optimal levels. Besides, telework is considered to be one of the technology based workplace innovations that allows better functioning for businesses and better time and spatial flexibility for employees (Illegems & Verbeke, 2003; Pérez *et al.*, 2002). These opportunities enhance employee productivity (Collins, 2005; Watad & Disanzo, 2000), boosts the organisational commitment of employees (Felstead *et al.*, 2002), and reduces the infrastructural costs of organisations (Watad & Disanzo, 2000).

The analysis showed that decision making, risk taking, and team work dimensions had negatively meaningful effects on work life balance. This negative effect in terms of decision making dimension might be that employees' responsibilities and workload increase as they participate in decision making processes and this increase affects employee's work life balance negatively. Similarly, team work also increases workload and therefore it might be perceived to unbalance work life balance.

Selamat, Samsu & Kamalu (2016) conducted a study with the aim "to examine the impact of organizational climate on teachers' job performance". The findings revealed that organizational climate could affect teachers' job performance. Jyoti, and Rahimić (2015) identified is positive correlation between organizational climate and job satisfaction and also job commitment.

It plays a vital role in their prediction. Castro and Martins (2018) conducted a research with the title: "the relationship between organizational climate and employee satisfaction" in a South African information and technology organization. The results indicated a strong positive correlation between organizational climate and the dependent variable of job satisfaction. In addition, the results of stepwise regression analysis showed nine dimensions of organizational climate impact on the predicted job satisfaction.

Arabaciin (2019) in an investigation stated that perceptions of the faculty employees towards organizational climate are on an average level, and the academic personnel, and female employees have a more positive climate perception than administrative personnel and male employees, respectively.

The research carried out by lin (2007) on the assessment of intrinsic and extrinsic motivation on employee productivity, The results gotten from the examination revealed that there was a significant correlation between extrinsic motivation and the productivity level of the workers, while that of intrinsic motivation was statistically less significant than extrinsic even though a correlation also existed between intrinsic factors and workers' productivity levels. As a result, implications of the findings for future study were stated.

Jibowo (2007) in the study; motivation and workplace productivity amongst workers basically assumed the similar methods as (Herzberg, 2000). The study shows some supports for the impact of motivation on productivity. However more value was placed on extrinsic factors than intrinsic. Another research by Centres and Bugental (2007), also based their inquiry on Herzberg's two-factor theory of motivation, which divided job variables into several groups: hygiene factors and motivators. They utilized a population of 692 participants to test the rationality of the theory on worker effectiveness and efficiency levels. It was revealed that at higher professional levels, motivators or Intrinsic job elements were more appreciated, while at lower occupational levels hygiene factors or extrinsic job elements were more appreciated. As a result, they concluded that organizations that fulfills both intrinsic and extrinsic elements influencing employees' behavior are able to gain the best out of them.

Also Taylor and Vest (1992) investigated the effect of financial incentives and its removal on workers performance and productivity; it revealed that participants in the experimental group who received personal inducements performed better than those in the control group. Assam (2002) also examined the role of extrinsic and intrinsic motivation on productivity among Nigerian workers, it showed that using a sample of employees of high and low professional levels. The assumption that low income employees will be inherently motivated and highly productive was not validated, and the assumption that higher incomes employees will place great values on intrinsic motivational elements than low income employees was also not validated. This explicitly illustrates the degree of value workers place on extrinsic motivational elements even in the absence of any significant change in motivational levels across various classes of employees in the organization.

(Baase, 2009) perceived that poor compensation is linked to the profitability of an organization. Wage differences amongst high and low salary recipients was linked to the loss of morale, lack of commitment and low productivity. Also Nwachukwu (2004) attributed the decline in productivity levels of employees on some elements, amongst them is a company's failure to cater for the well-being of their staff, provide adequate

compensation, training and career development, adequate working conditions, suitable working environment and failure to promote cordial relationships amongst co-workers, managers and their organizations which is very demoralizing to the workforce leading to reduced their levels of productivity.

An investigation which is of importance to this research, is that carried out by (Lake, 2000). He studied the relationship between motivation and job effectiveness of various workers taking into account their attitudes to the job in question. The study concluded that most workers placed more importance on extrinsic factors than intrinsic factors citing the need to satisfy other needs as a major criteria for their choice. He also noted that majority of the research participants cited poor work environment, inadequate working conditions and a lack of resources as factors affecting worker efficiency levels in most organizations.

Also, in a similar research, (Akerle, 2001) equated the comparative position of ten motivational tools such as pay, training, security, etc. considered external to the job, and other internal factors like employee well-being, good relationships with managers, responsibility etc. among 80 employees of an organization. It was assumed that greater value will be put on internal rather than external job factors. However, findings failed to validate the assumption as it was revealed that two extrinsic factors sufficient compensation and job safety were rated as the most important tools.

A study was done to examine the relationship of organizational effectiveness and employee performance and motivation in the telecommunication and banking sector of Pakistan. A sample of 103 respondents was taken and Pearson correlation was applied. The results showed that there exists significant positive correlation (0.287) between employee motivation and organizational effectiveness (Muhammad *et al*, 2011). The autocratic leadership styles, mechanistic design of organization and authoritarian rules as practiced in African organizations, are all where decision making is concerned only to top management and employees are just given orders to accomplish different tasks. In these types of organizational environment the employees may suppress innovativeness and their motivation hinders which has a direct negative effect on organizational performance, growth and effectiveness (Constant.D. *et al*, 2001).

An internally satisfied, delighted and motivated worker or employee is actually a productive employee in an organization which contributes in efficiency and effectiveness of organization which leads to maximization of profits (Matthew. J. *et al*, 2009). Thus from the literature and various studies the third hypothesis is fully supported that there exists a positive relationship between employee motivation and organizational effectiveness. Priyadarshni (2016) examined the impact of employee engagement on employee productivity and motivational level of employee in Retail sector. This sector providing more opportunities for job enhancement but retaining employee are one of the most challenging issues for the retail industry, because of high turnover and low performance.

METHODOLOGY

This section concerned the methods or procedures adopted for carrying out the study. The study highlighted the research study area, research design, population of the study including sample and sampling techniques, research instrument/ measurement of variables, validation of research instrument, administration of instrument and statistical techniques for the test of hypotheses. The setting for the study is on Akwa Ibom State University, situated in Ikot Akpaden, Mkpat Enin Local Government Area and Obio Akpa of Oruk Anam Local Government Area in Akwa Ibom State, the south-south region of Nigeria. The study is focused on Akwa Ibom State University, the entire academic and non-academic staff in virtually all faculties, Departments, Directorates, Units and sections. The researcher adopted a cross-sectional survey design,

precisely a descriptive design for the study. The questionnaires were carefully administered to respondents, which represent the population of the study. It is geared towards collection of data for hypotheses testing. The justification for choosing the methods is based on the fact that the study is interested in gaining an understanding of the problem being investigated. The study is also interested in the attitude or opinion of the respondents as opposed to their behaviors. The survey method is ideal since large sample of respondents will be required and the researcher is interested in subjecting the collected data to rigorous statistical testing. The populations of the study was 1225 staff of Akwa Ibom State University both the Academic and non-academic staff, based on the available records from the Human Resource Department of the University.

Based on the nature and problem of the study, simple random sampling techniques is used to facilitate easy data collection from the tertiary institution of Akwa Ibom State University, while the stratified random sampling will be adopted to determine individual respondents at different job levels to ensure that different groups of a population are adequately represented in the sample in order to increase the level of accuracy when estimating parameters. In determining the sample size for the study, the Taro Yamane's (1967) formula was adopted (Baridan, 2001). The formula for determining the sample size is;

$$n = \frac{N}{1 + N(e)^2}$$

$$\frac{N}{1 + N(e)^2}$$

Where; N = population size

n = sample size

e = level of significance (0.05)

$$n = \frac{1,225}{1 + 1,225(0.05)^2}$$

$$n = \frac{1,225}{1 + 1,225(0.0025)}$$

$$n = \frac{1,225}{1 + 3.0625}$$

$$n = \frac{1,225}{4.0625}$$

$$n = 301.5$$

$$n = \mathbf{302}$$

Data for this study was obtained from both primary and secondary sources. Primary data was obtained through a structured questionnaire. The questions are closed-ended, and directed to collect relevant data from the staff of Akwa Ibom State University. The questionnaire is preferable because it is convenient for respondents to fill during their spare time. Secondary sources were information from existing literatures such as relevant textbooks, Journals and periodicals, and library source.

The questionnaire used captures all the variables of study and provide relevant answers to the research questions. The instrument comprise of sections A, which covers general information about the employees, and section B, which addressed the relationship between manpower planning and organizational effectiveness in Akwa Ibom State University. The five-point Linkert type of rating scale was adopted as follows: strongly agree = 5, agree = 4; undecided= 3; strongly disagree = 2, disagree = 1. The Alpha-Cronbach and pilot study was used as reliability coefficient of the instrument. The internal consistency of the instrument was determined by Cronbach's Alpha (CA).

The regressions equations are linearized in the study objectives as:

$$\text{INNOVT} = \beta_0 + \beta_1 \text{TRNEMP} + u_t$$

$$\text{ORPROD} = \beta_0 + \beta_1 \text{STFMIX} + u_t$$

$$\text{ORGSUS} = \beta_0 + \beta_1 \text{EMPDEV} + u_t$$

$$\text{ORGCLI} = \beta_0 + \beta_1 \text{EMPWLF} + u_t$$

$$\text{ORGEFF} = \beta_0 + \beta_1 \text{EMPMIN} + u_t$$

Where;

INNOVT = Innovativeness of Akwa Ibom State University (Dependent Variable)

TRNEMP= Training needs of employee (Independent Variable)

ORPROD= Organizational productivity of Akwa Ibom State University (Dependent Variable)

STFMIX= Staff mix (Independent Variable)

ORGSUS= Organizational sustainability of Akwa Ibom State University (Dependent Variable)

EMPDEV= Employee's development (Independent Variable)

ORGCLI= Organizational climate of Akwa Ibom State University (Dependent Variable)

EMPWLF = Employee's work life (Independent Variable)

ORGEFF= Organizational efficiency of Akwa Ibom State University (Dependent Variable)

EMPMIN = Employee's motivation/incentives (Independent Variable)

u_t = the stochastic error term.

β_0 is a regression constant while β_1 is the coefficient of the independent variable.

The researcher employed tables and simple percentage method to analyse the research questions. However, simple regression technique is used to test hypotheses in order to show the strength of the relationship between the variables of study. To test the significance of the individual explanatory variables and coefficients to determine whether there is a linear relationship between the independent and dependent variables, we use the p-value to perform the test. If the calculated p-value is less than the benchmark p-value of 0.05 at a scaled 5 percent level of significance, the independent variable is considered to have a linear and positive relationship with the dependent variable, and hence the null hypothesis is rejected. The R-squared (R^2) and F-value statistics are used to evaluate the statistical reliability of the result estimated. The R^2 is used to judge the explanatory power of the regression equations. It measures the goodness of fit of the regression line. The F-statistic is used in testing the significance of the overall model. The test of the null hypothesis (H_0) against the alternate hypothesis (H_1) is that H_0 is rejected if the calculated statistical probability is less than the p-value of 0.05.

DATA PRESENTATION, ANALYSIS AND INTERPRETATION OF RESULTS

Data Presentation

In this section, the questionnaires administered to the respondents were collected and presented as shown in Table 4.1 below:

Table 4.1: Summary of Questionnaire Administered and Retrieved

Questionnaires	Number of questionnaires	Percentage (%)
Total questionnaires served	302	100
Total questionnaires Returned	300	99.34
Total not Returned	2	0.66
Total useful	300	99.34
Total discarded	0	0.0

Source: Field Survey, 2022

Table 4.1 portrays that out of the total of 302 questionnaires distributed, 300 questionnaires representing 99.34% were returned, 2 questionnaires representing 0.66% were not returned, 300 correctly and completely filled questionnaires representing 99.34% were used to interpret the results. Hence, no questionnaire distributed was completely discarded from the analysis.

Analysis of Respondents' Demographic

In qualitative research that involves the analysis of subjective opinions of the participants, it is often of critical importance to know the types, nature, class, and kinds of persons whose opinion were used in making an informed decision concerning important issues for which problems were found and solutions consequently sought. Table 4.2 presents the summary of the result of demographic analysis of the respondents.

Table 4.2: Analysis of respondents' demographic

Demographics	Options	Frequency	Percentage
AGE	25-30	19	6.3
	31-35	76	25.3
	36- 40	126	42.0
	41 and above	79	26.3
	Total	300	100.0
SEX	Male	151	50.3
	Female	149	49.7
	Total	300	100.0
Highest Educational Qualification (HEQ)	SSCE	41	13.7
	OND/NCE	80	26.7
	HND/BSc	119	39.7
	MSc./MBA	47	15.7
	PhD	13	4.3
	Total	300	100.0
Marital Status (MAS)	Single	160	53.3
	Married	93	31.0
	Divorced	25	8.3
	Widowed	22	7.3
	Total	300	100.0
Years of Service/Experience (YSE)	0 – 5	48	16.0
	6 – 10	103	34.3
	11 – 16	85	28.3
	17 and above	63	21.0
	Total	300	100.0

Source: Field Survey Data (2022) extracted from appendix IV.

Table 4.2 indicates that 149 respondents representing 49.7% were female, while 151 respondents representing 50.3% were male. This indicates that majority of the respondents were male. Table 4.2 also

shows that 19 respondents (6.3%) are aged 25-30, 76 respondents (31.7%) are aged 31-35 years, 126 of the respondents representing 19.1% are aged 36-40, and only 4 respondents, representing 9.5% are above 40 years. The Table shows that 160 respondents representing 53.3% are single, 93 respondents (31%) are married while 25 respondents (8.3%) and 22 respondents representing (7.3%) are widow. Table 4.2 also indicates that majority of the respondents were holders of HND/BSC as evidence in the 119 respondents (39.7%).

Data Analysis

The responses to the various questions on the items measuring each construct are presented and analyzed in this section. As presented in each tables, the responses to the questions on the items measuring research construct or opinions and the analysis is done to know the position of the respondents on each likert scale. The presentation and analysis is done based on the research objectives.

Training needs of employee (TRNEMP) and innovativeness (INNOVT) of Akwa Ibom State University

The first objective was on the relationship between training needs of employee and innovativeness (INNOVT) of Akwa Ibom State University. This implies that respondents were asked several questions linking TRNEMP to INNOVT. The responses are presented in Tables 4.3 and 4.4 and following is the interpretation.

Table 4.3: Analysis of items and research constructs on training needs of employee (TRNEMP)

Code	Research Statement/ Items	SA (5)	A (4)	UN (3)	SD (2)	D (1)
TRNEMP1	Your institution gives much attention to staff training and development.	38(12.7%)	102(34.0%)	88(29.3%)	19(6.3%)	53(17.7%)
TRNEMP2	Your institution provides in-service training of staff.	95(31.7%)	63(21.0%)	87(29.0%)	23(7.7%)	32(10.7%)
TRNEMP3	Your institution provides on-the job training of staff.	34(11.3%)	99(33.0%)	86(28.7%)	32(10.7%)	49(16.3%)
TRNEMP4	Your institution gives orientation to staff to identify the area of needs.	69(23.0%)	91(30.3%)	91(30.3%)	15(5.0%)	34(11.3%)

Source: Field Survey Data, 2022

Table 4.3 shows that majority of respondents gave affirmation that their institution gives much attention to staff training and development, as evidence in the 102 respondents representing 34% that agreed to the claim. Also, it was revealed that 95 respondents representing 31.7% strongly agreed that the institution provides in-service training of staff. Furthermore, table 4.3 shows that 99 respondents representing 33% agreed that the institution provides on- the job training of staff. It was also found that 91 respondents representing 30.3% agreed that their institution gives orientation to staff to identify the area of needs.

Table 4.4: Analysis of items and research constructs on innovativeness of Akwa Ibom State University (INNOVT)

CODE	Research Statement/ Items	SA (5)	A (4)	UN (3)	SD (2)	D (1)
INNOVT1	Your institution innovativeness has increased knowledge and expertise of employees.	125(41.7%)	28(9.3%)	52(17.3%)	53(17.7%)	42(14.0%)
INNOVT2	Your institution innovativeness has enhanced proactive attainment of the objectives/goals by employees.	83(27.7%)	50(16.7%)	97(32.3%)	36(12.0%)	34(11.3%)
INNOVT3	Your institution innovativeness has helped in facilitating effective service delivery by employees.	26(8.7%)	105(33.0%)	104(34.7%)	16(5.3%)	47(15.7%)
INNOVT4	Your institution innovativeness has enhanced skillful utilization by employees.	26(8.7%)	141(47.0%)	52(17.3%)	19(6.3%)	62(20.7%)

Source: Field Survey Data, 2022

Table 4.4 shows that majority of respondents gave affirmation that their institution innovativeness has increased knowledge and expertise of employees as evidence in the 125 respondents representing 41.7% that strongly agreed to the claim. Also, it was revealed that 83 respondents representing 27.7% strongly agreed that their institution innovativeness has enhanced proactive attainment of the objectives/goals by employees. Furthermore, table 4.8 shows that 105 respondents representing 35.2% agreed that their institution innovativeness has helped in facilitating effective service delivery by employees. Finally, it was also found that 141 respondents representing 47.0% agreed that their institution innovativeness has enhanced skillful utilization by employees.

However, this finding is subject to scientific testing and until such test is conducted, it becomes valid. On that strength, it could be averred that respondents' opinion on the items are sufficient to guarantee scientific analysis and a valid conclusion. Implicitly, this could be interpreted to mean that each independent research construct or variable has some kind of relationship with the dependent research construct or variable. However, at this level, until statistically and scientifically tested, significant causality can only be assumed but not claimed between each explanatory variables and the explained variable.

Staff Mix (STFMIX) and Organizational Productivity of Akwa Ibom State University (ORPROD)

The second objective was on the relationship between staff mix (STFMIX) and organizational productivity of Akwa Ibom State University (ORPROD). This implies that respondents were asked several questions linking STFMIX to ORPROD. The responses are presented in Tables 4.5 and 4.6 and following is the interpretation.

Table 4.5: Analysis of items and research constructs on organizational productivity of Akwa Ibom State University (ORPROD)

Code	Research Statement/ Items	SA (5)	A (4)	UN (3)	SD (2)	D (1)
ORPROD1	Your institution has a high rate of productivity among the employees.	41(18.7%)	96(32.0%)	67(22.3%)	29(9.7%)	67(22.3%)
ORPROD2	There is efficiency in the operation and effective service delivery in your institution.	100(33.3%)	78(26.0%)	77(25.7%)	7(2.3%)	38(12.7%)
ORPROD3	There is best use of the institutional financial resources.	38(12.7%)	130(43.3%)	77(25.7%)	18(6.0%)	37(12.3%)
ORPROD4	Your institution always emphasizes on saving of cost and guard against waste materials.	42(14.0%)	128(42.7%)	61(20.3%)	11(3.7%)	58(19.3%)

Source: Field Survey Data, 2022

Table 4.5 shows that 96 of respondents (32.0%) gave affirmation that their institution has a high rate of productivity among the employees. Also, it was revealed that 78 respondents representing 26% agreed that there is efficiency in the operation and effective service delivery in your institution. Furthermore, table 4.10 also shows that 130 respondents representing 43.3% agreed that there is best use of the institutional financial resources. It was also found that 128 respondents representing 42.7% agreed that their institution always emphasizes on saving of cost and guard against waste materials.

Table 4.6: Analysis of items and research constructs on staff mix (STFMIX)

Code	Research Statement/ Items	SA (5)	A (4)	UN (3)	SD (2)	D (1)
STFMIX1	Your institution has more selective staffing mix	107(35.7%)	85(28.3%)	49(16.3%)	7(2.3%)	52(17.3%)
STFMIX2	Your institution maintains gender-based staffing mix equality.	107(35.7%)	70(23.3%)	90(30.0%)	14(4.7%)	19(6.3%)
STFMIX3	Appropriate staffing mix boost employees morale in your institution.	58(19.3%)	108(36.0%)	99(33.0%)	11(3.7%)	24(8.0%)
STFMIX4	Appropriate staffing mix promotes employees productivity in your institution.	118(39.31%)	58(19.3%)	37(12.3%)	27(9.0%)	60(20.0%)

Source: Field Survey Data, 2022

Table 4.6 revealed that majority of respondents gave affirmation that their institution has more selective staffing mix; maintains gender-based staffing mix equality; appropriate staffing mix boost employees morale in their institution; and appropriate staffing mix promotes employees productivity in their institution. However, this finding is subject to scientific testing and until such test is conducted, it becomes valid. On that strength, it could be averred that respondents' opinion on the items are sufficient to guarantee scientific analysis and a valid conclusion. Implicitly, this could be interpreted to mean that each independent research construct or variable has some kind of relationship with the dependent research construct or variable. However, at this level, until statistically and scientifically tested, significant causality can only be assumed but not claimed between each explanatory variables and the explained variable.

Employee's development (EMPDEV) and organizational sustainability of Akwa Ibom State University (ORGSUS)

The third objective was on the relationship between employee's development (EMPDEV) and organizational sustainability of Akwa Ibom State University (ORGSUS). This implies that respondents were asked several questions linking EMPDEV to ORGSUS. The responses are presented in Tables 4.7 and 4.8 and following is the interpretation.

Table 4.7: Analysis of items and research constructs on the organizational sustainability of Akwa Ibom State University (ORGSUS)

Code	Research Statement/ Items	SA (5)	A (4)	UN (3)	SD (2)	D (1)
ORGSUS1	Effective manpower planning enhanced the sustainability of your institution.	37(12.3%)	88(29.3%)	84(28.0%)	43(14.35)	48(16.0%)
ORGSUS2	The competitive advantage gain due to proficient and competent employees has sustained your institution.	119(39.7%)	62(20.7%)	73(24.3%)	16(5.3%)	30(10.0%)
ORGSUS3	Staff training and development has promoted the sustainability of your institution.	55(18.3%)	128(42.7%)	72(24.0%)	14(4.7%)	31(10.3%)
ORGSUS4	Your institution innovativeness has a multiplier effect on its sustainability.	52(17.3%)	112(37.3%)	72(24.0%)	26(8.7%)	38(12.7%)

Source: Field Survey Data, 2022

Table 4.7 revealed that majority of respondents gave affirmation that effective manpower planning enhanced the sustainability of your institution; the competitive advantage gain due to proficient and competent employees has sustained their institution; staff training and development has promoted the sustainability of their institution; and their institution innovativeness has a multiplier effect on its sustainability.

Table 4.8: Analysis of items and research constructs on employee's development (EMPDEV)

Code	Research Statement/ Items	SA (5)	A (4)	UN (3)	SD (2)	D (1)
EMPDEV1	On the job staff training programs have enhanced employees' development in your institution.	47(15.7%)	80(26.7%)	100(33.3%)	55(18.3%)	18(6.0%)
EMPDEV2	Refreshing training and distance learning have enhanced employees' development in your institution.	69(23.0%)	78(26.0%)	91(30.3%)	46(15.3%)	16(5.3%)
EMPDEV3	Embarking on Conferencing/seminar/workshop training has enhanced employees' development in your institution.	77(25.7%)	92(30.7%)	76(25.3%)	36(12.0%)	19(6.3%)
EMPDEV4	Positive reinforcement after training has enhanced employees' development in your institution.	59(19.7%)	124(41.3%)	68(22.7%)	16(5.3%)	33(11.0%)

Source: Field Survey Data, 2022

Table 4.8 revealed that majority of respondents gave affirmation that on the job staff training programs have enhanced employees' development in their institution; refreshing training and distance learning have enhanced employees' development in their institution; embarking on conferencing/seminar/ workshop training has enhanced employees' development in their institution; positive reinforcement after training has enhanced employees' development in their institution. However, this finding is subject to scientific testing and until such test is conducted, it becomes valid. On that strength, it could be averred that respondents' opinion on the items are sufficient to guarantee scientific analysis and a valid conclusion. Implicitly, this could be interpreted to mean that each independent research construct or variable has some kind of relationship with the dependent research construct or variable. However, at this level, until statistically and scientifically tested, significant causality can only be assumed but not claimed between each explanatory variables and the explained variable.

Employee's work life balance (EMPWLF) and organizational climate of Akwa Ibom State University (ORGCLI)

The fourth objective was on the relationship between employee's work life balance (EMPWLF) and organizational climate of Akwa Ibom State University (ORGCLI). This implies that respondents were asked several questions linking EMPWLF to ORGCLI. The responses are presented in Tables 4.9 and 4.10 and following is the interpretation.

Table 4.9: Analysis of items and research constructs on the organizational climate of Akwa Ibom State University (ORGCLI)

Code	Research Statement/ Items	SA (5)	A (4)	UN (3)	SD (2)	D (1)
ORGCLI1	Your institution has safe working environment.	59(19.7%)	72(24.0%)	109(36.3%)	30(10.0%)	30(10.0%)
ORGCLI2	Technological change has changed your work environment.	50(16.7%)	75(25.0%)	101(33.7%)	51(17.0%)	23(7.7%)
ORGCLI3	Appropriate staff mix has created conducive work environment in your institution.	71(23.7%)	82(27.3%)	87(29.0%)	42(14.0%)	18(6.0%)
ORGCLI4	Effective manpower planning and innovativeness have created favourable institutional climate.	76(25.3%)	91(30.3%)	76(25.3%)	31(10.3%)	26(8.7%)

Source: Field Survey Data, 2022

Table 4.9 revealed that majority of respondents gave affirmation that their institution has safe working environment; technological change has changed your work environment; appropriate staff mix has created conducive work environment in your institution; and effective manpower planning and innovativeness have created favourable institutional climate.

Table 4.10: Analysis of items and research constructs on employee's work life balance (EMPWLF)

Code	Research Statement/ Items	SA (5)	A (4)	UN (3)	SD (2)	D (1)
EMPWLF1	Flexibility of works and management styles has enhanced employees work life balance in your institution.	47(15.7%)	80(26.7%)	100(33.3%)	55(18.3%)	18(6.0%)
EMPWLF2	Compensation and benefits packages have enhanced employees work life balance in your institution.	69(23.0%)	78(26.0%)	91(30.3%)	46(15.3%)	16(5.3%)
EMPWLF3	Development opportunities and challenging job intensity has enhanced employees work life balance in your institution.	77(25.7%)	92(30.7%)	76(25.3%)	36(12.0%)	19(6.3%)
EMPWLF4	Job security and healthy working environment has enhanced employees work life balance in your institution.	59(19.7%)	124(41.3%)	68(22.7%)	16(5.3%)	33(11.0%)

Source: Field Survey Data, 2022

Table 4.10 revealed that majority of respondents gave affirmation that flexibility of works and management styles has enhanced employees work life balance in your institution; compensation and benefits packages have enhanced employees work life balance in your institution; Development opportunities and challenging job intensity has enhanced employees work life balance in your institution; job security and healthy working environment has enhanced employees work life balance in your institution. However, this finding is subject to scientific testing and until such test is conducted, it becomes valid. On that strength, it could be averred that respondents' opinion on the items are sufficient to guarantee scientific analysis and a valid conclusion. Implicitly, this could be interpreted to mean that each independent research construct or variable has some kind of relationship with the dependent research construct or variable. However, at this level, until statistically and scientifically tested, significant causality can only be assumed but not claimed between each explanatory variables and the explained variable.

Employee's motivation/incentives (EMPMIN) and organizational efficiency of Akwa Ibom State University (ORGEFF)

The fifth objective was on the relationship between employee's motivation/incentives (EMPMIN) and organizational efficiency of Akwa Ibom State University (ORGEFF). This implies that respondents were asked several questions linking EMPMIN to ORGEFF. The responses are presented in Tables 4.11 and 4.12 and following is the interpretation.

Table 4.11: Analysis of items and research constructs on the organizational efficiency of Akwa Ibom State University (ORGEFF)

Code	Research Statement/ Items	SA (5)	A (4)	UN (3)	SD (2)	D (1)
ORGEFF1	Effective career development management has promoted employees efficient service delivery in your institution.	37(12.3%)	88(29.3%)	84(28.0%)	43(14.35)	48(16.0%)
ORGEFF2	Proper rewarding of employees has boosted their morale and improves motivation level for effective service delivery.	119(39.7%)	62(20.7%)	73(24.3%)	16(5.3%)	30(10.0%)
ORGEFF3	More selective staffing mix increase productivity in your institution.	55(18.3%)	128(42.7%)	72(24.0%)	14(4.7%)	31(10.3%)
ORGEFF4	Manpower planning enhances efficiency in your institution.	52(17.3%)	112(37.3%)	72(24.0%)	26(8.7%)	38(12.7%)

Source: Field Survey Data, 2022

Table 4.11 revealed that majority of respondents gave affirmation that effective career development management has promoted employees efficient service delivery in your institution; Proper rewarding of employees has boosted their morale and improves motivation level for effective service delivery; More selective staffing mix increase productivity in your institution; and Manpower planning enhances efficiency in your institution.

Table 4.12: Analysis of items and research constructs on employee's motivation/incentives (EMPMIN)

Code	Research Statement/ Items	SA (5)	A (4)	UN (3)	SD (2)	D (1)
EMPMIN1	Proper rewarding of employees boost s their morale your institution.	47(15.7%)	80(26.7%)	100(33.3%)	55(18.3%)	18(6.0%)
EMPMIN2	Compensation and benefits packages motivate employees for high productivity.	69(23.0%)	78(26.0%)	91(30.3%)	46(15.3%)	16(5.3%)
EMPMIN3	Financial benefits and other fringe benefits boost employees' morale in your institution.	77(25.7%)	92(30.7%)	76(25.3%)	36(12.0%)	19(6.3%)
EMPMIN4	Promotion opportunities/praise and recognition as well as other incentives play significant role in promoting employees motivation in your institution.	59(19.7%)	124(41.3%)	68(22.7%)	16(5.3%)	33(11.0%)

Source: Field Survey Data, 2022

Table 4.12 revealed that majority of respondents gave affirmation that proper rewarding of employees boost s their morale your institution; compensation and benefits packages motivate employees for high productivity; financial benefits and other fringe benefits boost employees' morale in your institution; promotion opportunities/praise and recognition as well as other incentives play significant role in promoting employees motivation in your institution. However, this finding is subject to scientific testing and until such test is conducted, it becomes valid. On that strength, it could be averred that respondents' opinion on the items are sufficient to guarantee scientific analysis and a valid conclusion. Implicitly, this could be interpreted to mean that each independent research construct or variable has some kind of relationship with

the dependent research construct or variable. However, at this level, until statistically and scientifically tested, significant causality can only be assumed but not claimed between each explanatory variables and the explained variable.

Test of Research Hypotheses

In order to test the research hypotheses earlier stated in this study, the simple linear regression technique was performed to test hypotheses 1 to 5.

Test of Hypothesis One

The first hypothesis (Ho1) was that: *There is no significant relationship between training needs of employee and innovativeness of Akwa Ibom State University.* This hypothesis was tested using simple regression statistics and the results are presented in Table 4.13.

Table 4.13: Results of TRNEMP Regression on INNOVT

Dependent Variable	Coef.	Std. Error	t-stat	p-value
INNOVT				
Model Parameters				
Const.	1.628	.160	10.160	.000
TRNEMP	.427	.047	9.115	.000
Model Characteristics				
F-Stat	83.077			
R-Square	.218			
Adj. R ²	.215			
D-W Stat.	1.811			

Source: Researcher's Computation (2022) from SPSS Output

The test of the null hypothesis (H_0) against the alternate hypothesis (H_1) is that H_0 is rejected if the calculated statistical probability is less than the p-value of 0.05. Since the calculated p-value of 0.000 is less than the p-value of 0.05, the researcher rejects the null hypothesis and accepts the alternate hypothesis, which states that there is a significant relationship between training needs of employee and innovativeness of Akwa Ibom State University. This implies that the training needs of employee positively and significantly influence the innovativeness of Akwa Ibom State University.

Test of Hypothesis Two

The second hypothesis (Ho2) was that: *There is no significant relationship between staff mix and organizational productivity of Akwa Ibom State University.* This hypothesis was tested using simple regression statistics and the results are presented in Table 4.14.

Table 4.14: Results of STF MIX Regression on ORPROD

Dependent Variable	Coef.	Std. Error	t-stat	p-value
ORPROD				
Model Parameters				
Const.	2.982	.211	14.149	.000
STF MIX	.122	.053	2.283	.023
Model Characteristics				
F-Stat	5.214			
R-Square	.017			
Adj. R ²	.014			
D-W Stat.	1.805			

Source: Researcher's Computation (2022) from SPSS Output

The test of the null hypothesis (H_0) against the alternate hypothesis (H_1) is that H_0 is rejected if the calculated statistical probability is less than the p-value of 0.05. Since the calculated p-value of 0.023 is less than the p-value of 0.05, the researcher rejects the null hypothesis and accepts the alternate hypothesis, which states that there is a significant relationship between staff mix utilization and organizational productivity of Akwa Ibom State University.

Test of Hypothesis Three

The third hypothesis (H_03) was that: *There is no significant relationship between employee's development and organizational sustainability of Akwa Ibom State University.* This hypothesis was tested using simple regression statistics and the results are presented in Table 4.15.

Table 4.15: Results of EMPDEV Regression on ORGSUS

Dependent Variable ORGSUS	Coef.	Std. Error	t-stat	p-value
Model Parameters				
Const.	2.753	.209	13.150	.000
EMPDEV	.318	.060	5.250	.000
Model Characteristics				
F-Stat	27.565			
R-Square	.085			
Adj. R ²	.082			
D-W Stat.	1.774			

Source: Researcher's Computation (2021) from SPSS Output

The test of the null hypothesis (H_0) against the alternate hypothesis (H_1) is that H_0 is rejected if the calculated statistical probability is less than the p-value of 0.05. Since the calculated p-value of 0.000 is less than the p-value of 0.05, the researcher rejects the null hypothesis and accepts the alternate hypothesis, which states that there is a significant relationship between employee's development and organizational sustainability of Akwa Ibom State University.

Test of Hypothesis Four

The fourth hypothesis (H_04) was that: *There is no significant relationship between employee's work life balance and organizational climate of Akwa Ibom State University.* This hypothesis was tested using simple regression statistics and the results are presented in Table 4.16.

Table 4.16: Results of EMPWLF Regression on ORGCLI

Dependent Variable ORGCLI	Coef.	Std. Error	t-stat	p-value
Model Parameters				
Const.	2.975	.207	14.345	.000
EMPWLF	.109	.060	1.831	.068
Model Characteristics				
F-Stat	3.354			
R-Square	.011			
Adj. R ²	.008			
D-W Stat.	1.980			

Source: Researcher's Computation (2022) from SPSS Output

The test of the null hypothesis (H_0) against the alternate hypothesis (H_1) is that H_0 is rejected if the calculated statistical probability is less than the p-value of 0.05. Since the calculated p-value of 0.068 is greater than the

p-value of 0.05, the researcher accepts the null hypothesis, which states that there is no significant relationship between employee's work life balance and organizational climate of Akwa Ibom State University.

Test of Hypothesis Five

The fifth hypothesis (Ho5) was that: *There is no significant relationship between employee's motivation/incentives and organizational efficiency of Akwa Ibom State University.* This hypothesis was tested using simple regression statistics and the results are presented in Table 4.17.

Table 4.17: Results of EMPMIN Regression on ORGEFF

Dependent Variable	Coef.	Std. Error	t-stat	p-value
ORGEFF				
Model Parameters				
Const.	2.952	.191	15.468	.000
EMPMIN	.097	.054	1.805	.072
Model Characteristics				
F-Stat	3.258			
R-Square	.011			
Adj. R ²	.007			
D-W Stat.	1.853			

Source: Researcher's Computation (2022) from SPSS Output

The test of the null hypothesis (H₀) against the alternate hypothesis (H₁) is that H₀ is rejected if the calculated statistical probability is less than the p-value of 0.05. Since the calculated p-value of 0.072 is greater than the p-value of 0.05, the researcher accepts the null hypothesis, which states that there is no significant relationship between employee's motivation/incentives and organizational efficiency of Akwa Ibom State University.

DISCUSSION OF THE FINDINGS

Relationship between Training Needs of Employee (TRNEMP) and Innovativeness of Akwa Ibom State University (INNOVT)

The results of the regression analysis were presented in Table 4.13. From the results, the regression coefficient value of 1.628, shows there is a positive relationship between TRNEMP and INNOVT. Also, a regression co-efficient of 0.427 implies that a percentage increase in TRNEMP causes about 0.43% increase in INNOVT. From the results, the R² value is 0.218. This indicates that TRNEMP explained only about 21.8% variations in innovativeness of Akwa Ibom State University (INNOVT), while the remaining 78.2% may be explained by variables outside the regression model. Since the calculated p-value of 0.000 is less than the p-value of 0.05, the finding was that there is a significant relationship between training needs of employee and innovativeness of Akwa Ibom State University. This implies that the training needs of employee is positively and significantly influence the innovativeness of Akwa Ibom State University.

The result is consistent with the Farooq and Aslam (2011) study depicts a positive correlation between training and employee performance. Thus, we can predict from this finding that it is not possible for the firm to gain higher returns without best utilization of its human resource, and it can only happen when firm is able to meet its employee's job related needs in timely fashion. These findings tally with Umezuruike, (2009) that affirm training and retraining of staff to be backbone of sustainability and growth in the banking sub- sector. This also corresponds with the findings of Agha, (2014) who revealed that that the organizational

productivity is relatively associated to her promotion of on-the-job training, formal education and employee participation in seminars as strategies of human capital development for her employee and concludes that firms in South East, Nigeria can attain significant improvement in their productivity levels if effort is made to develop human capital through the strategies of on-the-job training, formal education, and participation in seminars and workshops. Udu and Ewans (2016) found that there is a positive relationship between on-the-job training and quality of employee job productivity. This was shown by a positive correlation coefficient and the result on the second objective shows a positive relationship between off the job training and worker efficiency.

Training is the only ways of identifying the deprived need of employees and then building their required competence level so that they may perform well to achieve organisational innovative goals. Thus according to Nwachukwu (2018), indications that employees in any organization require training are the following factors:

- i. Lack of interest in one's job
- ii. Negative attitude to work
- iii. Low productivity
- iv. Tardiness
- v. Excessive complaints
- vi. Excessive absenteeism rate
- vii. High rejects or low quality output
- viii. High incidence of accidents
- ix. Insubordination.

Whenever these conditions are experienced among staff, Nwachukwu contends that the organization should consider organizing training. As these situations are frequent occurrences in organizations, the implication is that training has to be regular.

Moreover, the result of the study of Sultana *et al.*, (2012), conducted in telecom sector of Pakistan, states that the variation in employee performance is brought by training programmes. Further, they maintained that training is good predictor of employee performance. As depicted by the work of Harrison (2000), learning through training influence the organizational performance by greater employee performance, and is said to be a key factor in the achievement of corporate goals. The finding is in tandem with the study of Falola, *et al.*, (2014), whom through their research effort submitted that the survival of any organisation in the competitive society lies in its ability to train and develop its human resource to be creative, innovative, and inventive who will invariably enhance performance and increase competitive advantage of the organisation.

Relationship Between Staff Mix (STFMIX) and Organizational productivity of Akwa Ibom State University (ORPROD)

The results of the regression analysis were presented in Table 4.14. From the results, the regression coefficient value of 2.982, shows there is a positive relationship between STFMIX and ORPROD. Also, a regression co-efficient of 0.122 implies that a percentage increase in STFMIX causes about 12.2% increase in ORPROD. From the results, the R^2 value is 0.017. This indicates that STFMIX explained only about 17% variations in organizational productivity of Akwa Ibom State University (ORPROD), while the remaining 83% may be explained by variables outside the regression model. Since the calculated p-value of 0.023 is less than the p-value of 0.05, the finding was that there is a significant relationship between staff mix and organizational productivity of Akwa Ibom State University. This is corresponds with the findings of Agha, (2014) who revealed that that the organizational productivity is relatively associated to her promotion of on-

the-job training, formal education and employee participation in seminars as strategies of human capital development for her employee and concludes that firms in South East, Nigeria can attain significant improvement in their productivity levels if effort is made to develop human capital through the strategies of on-the-job training, formal education, and participation in seminars and workshops. Udu and Ewans (2016) found that there is a positive relationship between on-the job training and quality of employee job productivity. This was shown by a positive correlation coefficient and the result on the second objective shows a positive relationship between off the job training and worker efficiency. The result also shows that employee engagement has a significant positive effect on organizational productivity. This finding agrees with the findings of Hay (2010) who reveals that employees who are more engaged at their workplace are more efficient and productive because they are motivated beyond personal factors, Priyadarshni (2016) the results reveal employee engagement determines the association of person with the organization.

Relationship Between Employee's Development (EMPDEV) and Organizational Sustainability of Akwa Ibom State University (ORGSUS)

The results of the regression analysis were presented in Table 4.15. From the results, the regression coefficient value of 2.753, shows there is a positive relationship between EMPDEV and ORGSUS. Also, a regression co-efficient of 0.318 implies that a percentage increase in EMPDEV causes about 31.8% increase in ORGSUS. From the results, the R^2 value is 0.085. This indicates that EMPDEV explained only about 8.5% variations in organizational sustainability of Akwa Ibom State University (ORGSUS), while the remaining 91.5% may be explained by variables outside the regression model. Since the calculated p-value of 0.000 is less than the p-value of 0.05, the finding was that there is a significant relationship between employee's development and organizational sustainability of Akwa Ibom State University.

The results is in consistent the carried out according to Udu and Ewans (2016), Human capital development and employee job productivity using double diamond plastic manufacturing firm, Aba, Nigeria as a case study. The study employed a correlation design in an attempt to determine the direction and magnitude of the relationship between the studied variables. Structured questionnaire drawn on 5 point scale rating was administered to a sample of one hundred and sixty five (165) respondents drawn from the population of the study. The data collected from the respondents were analyzed with Pearson's product moment correlation and p value. The results show a positive relationship between on-the job training and quality of employee job productivity. This was shown by a positive correlation coefficient and the result on the second objective shows a positive relationship between off the job training and worker efficiency. This also was shown by a positive correlation coefficient (r) of (0.84). The implication is that increased in human capital development enhances employee job productivity, which in turn, leads to increased organizational productivity. In the light of the findings, the study recommends that organizations should allocate considerable efforts, time, and resources to invest on human capital development for the acquisition of practical skills, and learning experience deep-rooted on the work for operational excellence.

Relationship Between Employee's Work Life Balance (EMPWLF) and Organizational Climate of Akwa Ibom State University (ORGCLI)

The results of the regression analysis were presented in Table 4.16. From the results, the regression coefficient value of 2.975, shows there is a positive relationship between EMPWLF and ORGCLI. Also, a regression co-efficient of 0.109 implies that a percentage increase in EMPWLF causes about 10.9% increase in ORGCLI. From the results, the R^2 value is 0.011. This indicates that EMPWLF explained only about 1.1% variations in organizational climate of Akwa Ibom State University (ORGCLI), while the remaining 98.9% may be explained by variables outside the regression model. Since the calculated p-value of 0.068 is greater than the p-value of 0.05, the discovery was that there is no significant relationship between employee's work

life balance and organizational climate of Akwa Ibom State University. This is consistent with Carlson et al. (2012) and Schjoedt (2013) examined the relationship between work-family conflict and job-life satisfaction. Findings from both studies showed a negative relationship between work-life conflict and life-work satisfaction. Moreover, associations existed between work-life conflict and various work-related (e.g., job satisfaction), family-related (e.g., life satisfaction), and stress-related (e.g., burnout) outcomes (Wang, Chang, Fu, & Wang, 2012). In another meta-analysis of work-family conflict, Carlson et al. (2012) revealed a negative relationship to work outcomes, including performance, turnover intention, absenteeism, organizational work commitment, job or work involvement, and burnout. For instance, Kossek, Kalliath, and Parveen(2012) showed that the impact of perceived flexible workload and facilitation on a list of work outcomes positively relate to job satisfaction, productivity, organizational commitment, and negatively absenteeism. Jang, Zippay, and Park (2012) noted flexibility can reduce work-life conflict in a quantitative study using data from the 2008 National Study of the Changing Workforce (NSCW). They explore the mediating role of negative work-family spillover in the relationship between schedule flexibility and employee stress; however, other researchers have not found any association between schedule flexibility and work-life conflict (Perdeen, 2015).Nijland and Dijst's (2015) findings from a quantitative and qualitative examination of the relationship between work-family conflict and six work outcomes illustrated that family interference with work rather than work to family conflicts relates negatively to work performance and attitudes. The six outcomes of work-family conflict were performance, turnover, absenteeism, organizational commitment, burnout, and job involvement.

Relationship between employee's motivation/incentives (EMPMIN) and organizational efficiency of Akwa Ibom State University (ORGEFF)

The results of the regression analysis were presented in Table 4.17. From the results, the regression coefficient value of 2.952, shows there is a positive relationship between EMPMIN and ORGEFF. Also, a regression co-efficient of 0.097 implies that a percentage increase in EMPMIN causes about 9.7% increase in ORGEFF. From the results, the R^2 value is 0.011. This indicates that EMPMIN explained only about 1.1% variations in organizational efficiency of Akwa Ibom State University (ORGEFF), while the remaining 98.9% may be explained by variables outside the regression model. Since the calculated p-value of 0.072 is greater than the p-value of 0.05, the finding was that there is no significant relationship between employee's motivation/incentives and organizational efficiency of Akwa Ibom State University. This is consistent with the autocratic leadership styles, mechanistic design of organization and authoritarian rules as practiced in African organizations, are all where decision making is concerned only to top management and employees are just given orders to accomplish different tasks. In these types of organizational environment the employees may suppress innovativeness and their motivation hinders which has a direct negative effect on organizational performance, growth and effectiveness (Constant. D. *et al*, 2001).These findings are in agreement with the findings by Patrick (2008) who found out that rewards are so important in motivating employees because rewards can be a driving force towards better job performance. Alongside the findings of Patrick (2008), Locke and Latham (1990) while studying on the role of employee's motivation on services delivery in South Africa, found out that commitment among employees is measured to be higher when financial incentives are offered for partial success and when incentives are given to those who achieve high performance, they can become an important instrument to encourage the continuance of the desired behavior. On the other hand, (Robbins, 2003) states that employers who feel that their employees have lack of motivation should reassess the reward system being used in the company or institution. So, this proves that financial incentives can influence better job performance among employees. Furthermore, the study found out that when employees interact to each other while in working in favourable environment can for great extent increase job morale among employees and finally, provide better services in their work places. Also, in this study it was found out that promotions and growth for employees are good motivators towards better

job performance whereby employees will be able to see the connections between good performance and promotions, and promotions must match the needs of the employees. The implications is that the negative results arise on the premised of lack of social justices on how the staff of Akwa Ibom State University are rewarded for job performances, the staff felt inequity, this is exist when an individual feels that the reward received in returns for the services are relatively less than those received by others.

The findings of the study are summarized below:

- i. There is a significant relationship between training needs of employee and innovativeness of Akwa Ibom State University.
- ii. There is a significant relationship between staff mix and organizational productivity of Akwa Ibom State University.
- iii. There is a significant relationship between employee's development and organizational sustainability of Akwa Ibom State University.
- iv. There is no significant relationship between employee's work life balance and organizational climate of Akwa Ibom State University.
- v. There is no significant relationship between employee's motivation/incentives and organizational efficiency of Akwa Ibom State University.

CONCLUSION AND RECOMMENDATIONS

Based on the findings, it is concluded that there is a significant relationship between manpower planning and organizational effectiveness of Akwa Ibom State University.

- i) The Akwa Ibom State University management should make training and development a priority.
- ii) There is need to appraise the performance of the employee and be in a position to determine his areas of strength and weaknesses.
- iii) The management should be able to assess the impact of the training on the work behavior and attitude of the employee.
- iv) Employers, government leaders, and members of society should pay more attention to work-life balance and view the provision of organizational policies as a way of creating a work-life balance not just for increased employees job engagement but also for improved organizational performance.
- v) Motivation packages should be constant.

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