
Assessment of the Effect of Employee Performance on Organizational Productivity in Some Selected Public and Private Sectors in Nigeria

BY

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ABSTRACT

The issue of employee performance remains a significant challenge for modern organizations worldwide, especially in the public sector, where high productivity directly impacts the growth, stability, and long-term success of the organizations. To stay competitive and increase organizational productivity levels, organizations must ensure that their workers are sufficiently motivated to give their best performance. This study examined the effect of employee performance on organizational productivity in some selected public and private sectors in Nigeria. The study adopted the Expectancy Theory of Motivation as its theoretical foundation. Both quantitative and qualitative methods were used in generating data for the study with the consideration of structured questionnaires and in-depth interviews as the primary source of data. The secondary data was generated from the internet, publications and the organization's annual reports. The study population consisted of 2028 staff of Kano State office of the Head of Service and AA Rano Depot. The sample size was determined as 327 using Krecie and Morgan (1970) table for determining sample size. Data analysis was carried out through Structural Equation Modeling (SEM) with the help of PLS 4.0. The findings from hypothesis testing showed a statistically significant relationship between employee performance and organizational productivity. It was revealed that 35.8% of the variations in organizational productivity can be attributed to employee performance. The study found that employee performance is a major determinant factor of organizational productivity in both public and private sectors in Nigeria. The study finally recommended that it is important for organizations both public and private to give their employees enough and sustainable care ranging from motivational packages, better management policies, conducive working environment, effective leadership style for better performance and higher productivity.

Keywords: *Employee, employee performance, organization, organizational productivity, public and private sectors*

1.0 Introduction

1.1 Background to the Study

Organizations, be it public or private, are basically established to provide essential services with the view to improving the standard of living of the citizens. In order to provide the services efficiently and effectively these organizations are expected to be productive. The productivity of the organization is determined by the performance of the employees who handle the affairs of the organization. This means that result-oriented employees perform their responsibilities in such a way that enhances organizational productivity. Employees are the principal capital of an organization and have the most critical role in any organization. This is in line with Mullins (1999) assertion who stated that organizations whether public or private, service or manufacturing do everything possible to ensure that all employees adequately committed to their specialized work in order to attain organizational goals.

According to Nawawi (2011). Employees are the driving force of the organization in realizing its existence or potential which is an asset and functions as non-material capital in an organization that can be transformed into a real potential physically and non-physically in realizing the existence of the organization. Employees can work well if they have high performance so that they can produce satisfactory achievements. Organizational productivity in a modern era is a reflection of employee performance. Public and private sectors of today depends more on the influence of the staff performance to realize higher output. This means that employee's performance is central to the survival of modern organizations whether public or private. Therefore, the major factor that leads to the organizational productivity is human factor at work. This result to the understanding of the belief that organizations that recruit best employees and motivate them tend to be more productive. Most organizations have realized that the performance of their workers plays a vital role in determining the success of the organization (Ferlex, 2012). As such, it is important for employers and managers alike to know how to get the best of their workers.

In order for the organizational activities to run well, the organization must have employees who are knowledgeable and skilled and have high loyalty to the organization. The success in achieving performance is not only determined by the mastery of in-depth knowledge but also strongly influenced by the behavioral attitudes that employees have in dealing with work (Dobre, 2013).

According to Yardar & Marwah (2015), work performance is the result of an increase of a person in total during a specific period in carrying out a task compared to various possibilities, such as work standards, target or criteria that have been previously determined and agreed upon. Therefore, in order to achieve maximum employee performance, employees need work motivation, job training and functional leadership responsibilities among other things.

With the unpredictable working atmosphere and intense need for effective service delivery, organizations are required to reach certain standards by improving their performance to align with such great demands; otherwise, a lot of problems will surface, including low productivity. This performance relates to the organization or individual level which sees the human resource becoming the most determining factor to achieve the organizations' objectives (Devi & Shaik, 2012). In fact, an abundance of resources such as infrastructures or physical facilities are made meaningless without the support of qualified human resources that directly disrupt the continuity of the organizational operations. Therefore, within the framework of the professionals, good employee performance mirrors the ability to contribute

through their works leading to the behavioral achievement that is in accordance with the goals of the organization.

It is against this backdrop that this study will be conducted to assess the effect of employee's performance on organizational productivity with the view to identifying and analyzing the factors that contribute in the increase or decrease in employee's performance at work place. Thus, the study considers selection of public and private sectors to give the research wider coverage.

1.2 Statement of Problem

Organizations in Nigeria, both public and private have for long been battling with inefficiency and low productivity, which resulted from low performance of the employees. Despite the enormous resources, time and efforts invested to curtail this problem, the situation remains unchanged. However, the central issue surrounding organizations in Nigeria today is how to boost employee's performance for organizational gain. Therefore, it is necessary for organizations to understand the inner force that leads to high employees' performance. This is supported by Joseph & Chinedu, (2022) who found that satisfied employees with a pleasurable feeling resulting from job experience, are more likely to contribute their knowledge, improve their job performance, be creative and cooperate with others because satisfaction is the inner force that drives employees' behavior.

It is argued that committed employees are highly motivated, have good work morale, and work more effectively and efficiently. Although several factors such as performance management (Ado et al, 2020), motivation and work place satisfaction (Dobre, 2013), training and development (Devi & Shaik, 2012), leadership style (Lake, 2007), pay, selection, appraisal system, job design and compensation (Joseph & Chinedu, 2022) etc have been identified as the determinants of employee's performance and organizational productivity, however, it is worth mentioning that most of the previous studies on employee's performance were not directly related to Nigerian environment. Therefore, some of the findings of these studies may not be applicable to Nigeria. As such, it is pertinent to conduct a fresh study to examine the impact of employee's performance in attaining organizational productivity in the context of Nigeria.

1.3 Research Questions

Certainly, this study intended to address the following questions;

- i. What is the relationship that exists between employee performance and organizational productivity?
- ii. What are the factors responsible for increasing or decreasing employee performance in relation to organizational productivity?
- iii. What are the workable solutions to the persisting problems of employee low performance in both the public and private organizations?

1.4 Objectives of the Study

The primary aim of this study is to assess the effect of employee performance on organizational productivity, with specific reference to some selected public and private organizations in Nigeria.

The objectives of the study are stated below;

- i. To examine the relationship that exists between employee performance and organizational productivity.
- ii. To identify the factors responsible for increasing or decreasing employee performance in relation to organizational productivity.

- iii. To find out some workable solutions to the persisting problems of employee low performance in both the public and private organizations

1.5 Research Hypotheses

- H₀₁** Employee performance has no significant effect on organizational productivity in the selected public & private organizations in Nigeria
- H₀₂** Organizational incentives do not significantly moderate the relationship between employee performance and organizational productivity in the selected public & private organizations in Nigeria

1.6 Scope of the Study

The scope of this study encompasses an in-depth examination of the impact of employee performance on organizational productivity, focusing on Kano State Head of Service and A.A Rano depot located in Lagos. The research will delve into the factors influencing employee performance, such as job satisfaction, motivation, training, and leadership styles, and assess how these factors contribute to or hinder organizational productivity. By conducting a comparative analysis between public and private sectors, the study aims to identify sector-specific nuances that may shape the relationship between employee performance and organizational productivity. Specifically, the study will cover period of five years (2018 – 2023). This primarily stems from the fact that this timeframe is marked by increasing concern regarding organizational productivity, attributed to diminished employee performance and various challenges that affected the overall productive capacity of the organizations.

2.0 Literature Review and Theoretical Framework

2.1 Conceptual Clarification

2.1.1 Employees Performance

Performance incorporates the resulting outcomes of the performed actions of employees based on their expertise and skills. In organizational settings, employees' performance is the accumulate result of the skills, efforts and abilities of all the employees contributed in organizational improved productivity leading towards its goal achievement. Improved organizational performance indicates the efforts towards goal achievement while requiring more efforts in terms of improved employee performance (Ellinger et al, 2003). Employee performance is among the critical factors that contribute significantly in organizational success. The term "employee performance" signifies individual's work achievement after exerting required effort on the job which is associated through getting a meaningful work, engaged profile, and compassionate colleagues and employers around (Kenny, 2019). Learning organizations play important role in enhancing employee performance through providing trainings and developments for their employees (Gitongu et al, 2016). Moreover, management standards to evaluate employee performance also play critical role in improving employee performance as they provide the picture of actual performance and its alignment with the benchmarks. If discrepancies found, then these standards help bringing the outputs again towards their required levels (Mackay et al, 2004). Employee's performance also depends on their internal satisfaction towards their job. If employees are satisfied from their jobs as well as the organization than they are more keenly interested to perform well towards organizational goal achievement (Harter et al, 2002).

2.1.2 Organizational Productivity

Organization is a social unit, such as an institution or an association that has a collective goal and is linked to an external environment (Joseph, N.C & Chinedu, 2022). Productivity in the order way round has been generally defined as a ratio of measure of output to a measure of some or all of the resources used to produce this output (Yadar & Marwah, 2015).

According to Kenny (2019), productivity is referred to as a process in which an entity such as firm or industry, or at the aggregate level on economy, is efficiently using its resources (labour, materials and capital) in the production process to generate output in the form of goods and services.

Boyle (2006) posits that productivity is a measure of the amount of output generated per unit of input. Productivity is an overall measure of the ability to produce a good or service. More specifically, productivity is the measure of how specified resources are managed to accomplish timely objectives as stated in terms of quantity and quality. Productivity may also be defined as an index that measures output (goods and services) relative to the input (labor, materials, energy, etc., used to produce the output). According to Farlex (2012), organizational productivity is the actual output/results of an organization obtained when measured against its intended outputs (goals and objectives).

2.1.3 Public and Private Sectors

According to Sani (2017) public sector is described as government owned organization that are established primarily to provide services for its citizens. Mullins (1999) stressed that public sector consists of the organizations; enterprises etc owned and managed by government intended to serve all members of the community through the provision of basic and infrastructural services.

In general terms, the public sector consists of governments and all publicly controlled or publicly funded agencies, enterprises, and other entities that deliver public programs, goods, or services. It is not however; always clear whether any particular organization should be included under that umbrella. Therefore, it is necessary to identify specific criteria to help define the boundaries.

However, the concept of public sector is broader than simply that of core government and may overlap with the not-for-profit or private sectors. For the purposes of this guidance, the public sector consists of an expanding ring of organizations, with core government at the center, followed by agencies and public enterprises. While clarifying the two concepts, Mullins (1999) described private sectors as those organization belonging to a group or individuals who perform services strictly for profit making.

2.2 Theoretical Framework

2.2.1 Frederick Herzberg Two-Factor Theory

This study adopted Frederick Herzberg's theory as its theoretical framework that explains the phenomenon of the study. The theory distinguishes between two sets of factors influencing employee behavior, actions and performance in organizations: Hygiene factors and Motivators. Motivators are connected to job content, contribute to job satisfaction, while Hygiene factors are associated with job context, alleviate dissatisfaction when present but alone do not guarantee job fulfillment. Examples of Hygiene factors include company policy, basic needs, and salary, while Motivators encompass challenging tasks, recognition, and opportunities for advancement. Herzberg emphasizes that managers should address both sets of factors, providing Hygiene elements to minimize dissatisfaction and ensuring the presence of Motivators for employee motivation and satisfaction, leading to higher productivity. The theory suggests that conditions such as achievement opportunities, recognition, competency-task fit, and learning opportunities are essential for job satisfaction. The Motivation-Hygiene theory is relevant to this study, as it highlighted the importance of both Hygiene factors and Motivators in understanding the relationship between motivation, employee performance and productivity in both the public and private organizations.

3.0 Methodology

3.1 Methods of Data Collection

This research is designed to consider the primary and secondary sources of data. The primary data will be collected using interviews and structured questionnaires across the two case study areas. The secondary data which will complement the primary data will be gathered from publications, the organization's annual reports, and internet, etc.

3.1.1 Population of the Study

The population of this study is large, having involved two (2) organizations namely Office of the Head of Service, Kano, and AA Rano Depot located in Lagos. The selection of the case study areas is done in order to give the research a wide range of coverage so as to arrive at a dependable result. The population of the study therefore involved the entire population of the above-mentioned organizations.

3.1.2 Sample Size and Sampling Techniques

The study distributed questionnaires and conducted oral interviews to the respondents selected using the proportionate sampling procedure. This is because the population of the organizations differs. 5 points Likert-type rating scale questionnaires were prepared in order to simplify the exercise for the respondents and make the result accurate and authentic. The study comprises 2028 population and the sample size of 327 was determined using Krecie and Morgan's (1970) table of determining sample size.

3.1.3 Method of Data Analysis

The data collected from the respondents were analyzed using Structural Equation Modeling (SEM) with the help of Smart PLS. 4.0. This is deliberate in order to produce accurate and dependable results.

4.0 Descriptive Statistics

		Mean	Standard deviation	Decision
EP10	I came up with creative solutions for new problems	3.371	1.131	Agreed
EP11	I took on extra responsibilities	3.232	1.061	Undecided
EP12	I continually sought new challenges in my work	3.287	1.225	Agreed
EP13	I actively participated in meetings and/or consultations	3.396	1.069	Agreed
EP6	On my own initiative, I started new task when my old tasks were completed	3.018	1.165	Undecided
EP8	I worked on keeping my job-related knowledge up-to-date	3.492	1.06	Agreed
OI3	Your organisation provides a fair and adequate compensation on retirement.	3.095	1.227	Undecided
OI4	Your organisation ensures appropriate social security and health insurance for employees.	3.33	1.239	Agreed
OI8	Your organisation allows career opportunities and development for employees.	3.914	1.17	Agreed
OI9	Employees are promoted when they earn academic qualifications or training	3.804	1.103	Agreed
Op10	Our customer compliments are on a continuous increase	3.52	1.188	Agreed
Op11	Our customer loyalty is increasing continuously	3.018	0.983	Undecided
Op7	Our targets of net profits after taxes are usually achieved	3.535	1.154	Agreed
Op8	Our financial liquidity is always in a healthy position	3.468	1.172	Agreed
Op9	Our public image is constantly on the increase	3.314	0.91	Agreed

Source: Field Work, 2023

Table 4.0 showed mean responses of 3.371, 3.232, 3.287, 3.396, 3.018 and 3.492 on the questions on employee performances with standard deviations greater than 1.0, which implies that the respondents agree about their performance as measured by the questions, this is in exception of the questions 11 and 6 which they are undecided about. This implies that organizational productivity depend on employee performance.

The questions on organizational incentives pull mean responses of 3.095, 3.33, 3.914 and 3.804, with standard deviations greater than 1.0, indicating the majority of the respondents also agree about the assertions raised in the questions except for question 3 to which they are undecided. This implies that organizational incentives do not significantly moderate the relationship between employee performance and organizational productivity in the selected public & private organizations in Nigeria.

The questions on organizational productivity also pull mean responses of 3.52, 3.018, 3.535, 3.468 and 3.314, respectively, meaning that majority of the responses agree to the assertions raised about the organizational productivity. This implies that employee performance has significant effect on organizational productivity in the selected public & private organizations in Nigeria

4.1 Structural Equation Modelling (SEM) Results

The measurement model of the reflective indicators and the loading of each indicator are presented including composite reliability (CR) for internal consistency and Average Variance extracted (AVE) for construct validity. The process involved a series of iterations until the loadings of items measuring individual constructs stood within the threshold as recommended by in Hair *et al* (2013) which states that reflective indicators with loadings greater than 0.7 should be retained, while those between 0.4 and 0.7 will be retained depending on the average variance extracted, which threshold is 0.5. Quite a number of indicators were expunged from the models leaving the model with the indicators as depicted in the Fig 4.1

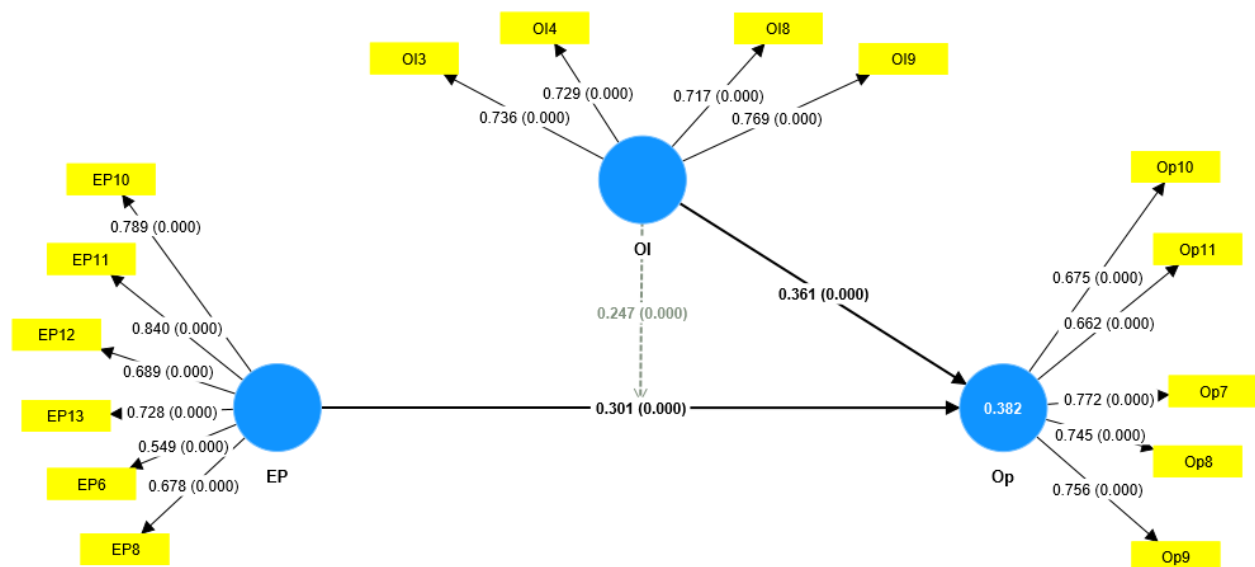


Fig 4.1. Research Model

4.2 Construct Reliability & Validity

Upon the last iteration that gave rise to the selected indicators the constructs and their measurements are considered valid as they fall within the threshold.

Table 4.2. Construct Reliability & Validity

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values
EP → Op	0.301	0.305	0.051	5.887	0.000
OI → Op	0.361	0.365	0.049	7.348	0.000
OI x EP → Op	0.247	0.247	0.033	7.393	0.000

Source: Smart PLS4 Output, 2023

The composite reliability (CR) for internal consistency and Average Variance extracted (AVE) for construct validity are shown in table 4.2 and meet the threshold.

Table 4.3 Discriminant Validity (Fornel Larker Criterion)

	EP	OI	Op
EP	0.718		
OI	0.393	0.738	
Op	0.453	0.461	0.723

Source: Smart PLS4 Output, 2023

Furthermore, to test the discriminant validity, the study utilized Fornel Larker (1981) criterion which states that the square root of AVE a construct should be greater than its correlation with other constructs in the study as shown in Table 4.3. The values show that the criterion is satisfied.

4.3 Test of Hypotheses

To ascertain the effect of ... Style on organisational performance, Bootstrapping was done by using 500 cases and 5000 subsamples. Tables 4.4, 4.5 and 4.6 show the summary the entire model

Table 4.4 Coefficient of Determination (R²)

	R-square	R-square adjusted
Op	0.382	0.376

Source: Smart PLS4 Output, 2023

The R² stood at 0.382, which indicates that 38.2 percent of variations in organisational performance in the institutions under study is accounted for by employee performance as captured in this study; while the remaining 61.8 percent are explained by other factors not captured in this model.

Table 4.5 Overview of Structural Model Analysis

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values
EP → Op	0.301	0.305	0.051	5.887	0.000
OI → Op	0.361	0.365	0.049	7.348	0.000
OI x EP → Op	0.247	0.247	0.033	7.393	0.000

Source: Smart PLS4 Output, 2023

Table 4.6 Effect Size (f^2)

	EP	OI	Op
EP			0.123
OI			0.177
Op			
OI x EP			0.132

Source: Smart PLS4 Output, 2023

Hypothesis I

H₀₁ Employee performance has no significant effect on organizational productivity in the selected public & private organizations in Nigeria

Employee performance has a positive effect on Organisational productivity ($\beta = 0.301$, t-stat = 5.887, p-value < 0.05). The positive beta coefficient implies that an increase in the employee performance will lead to an increase in organisational productivity. The effect size of employee performance on organisational productivity stood at 0.123 which indicates that it has a medium effect on the endogenous variable following Cohen's (1988) criterion that effect sizes of 0.02, 0.15, and 0.35 are small, medium and large, respectively.

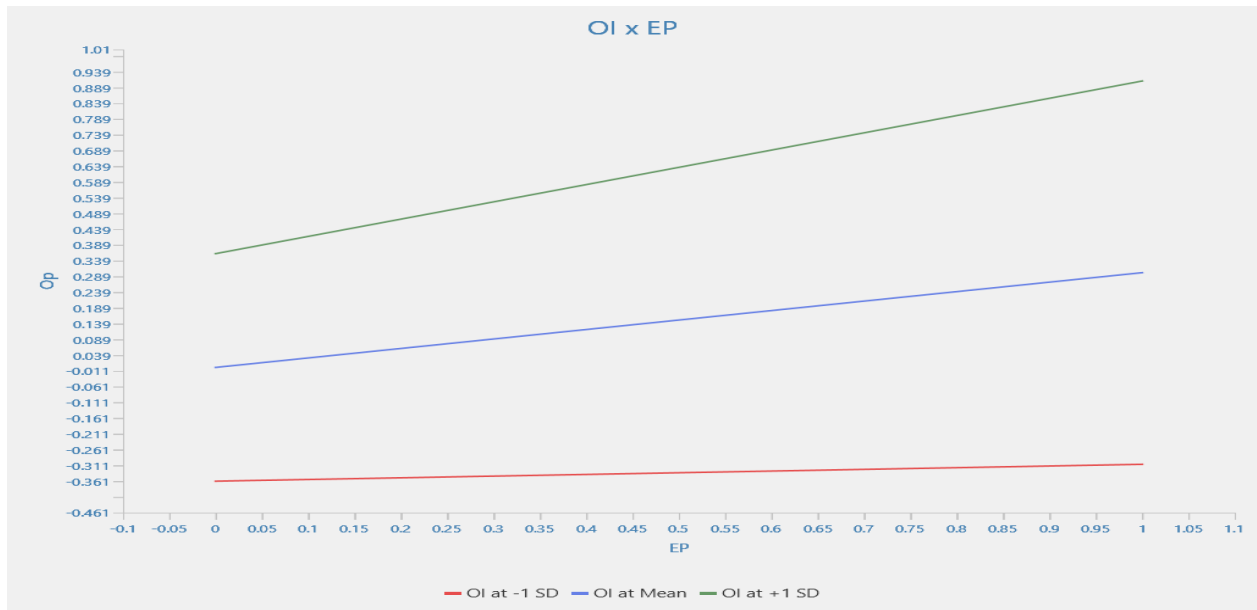
The p-value being less than 0.05 indicates that this positive effect is significant at 95 percent confidence level which gives the study enough statistical evidence to reject the null hypothesis, H₀₁, which states that employee performance has no significant effect on organisational productivity in the selected public and private organisations in Nigeria; and accept its alternate, H₁₁, which states that employee performance has a significant effect on organisational productivity.

4.3 Hypothesis II: Moderator Effect

H₀₂ Organizational incentives do not significantly moderate the relationship between employee performance and organizational productivity in the selected public & private organizations in Nigeria

The moderating result shows that organisational incentives significantly moderates the relationship between employee performance and organisational productivity ($\beta = 0.247$, t-stat = 7.393, p-value < 0.05). The positive beta coefficient implies that organisational incentives positively affects the relationship between employee performance and organisational productivity. The effect size of organisational incentives on the relationship between employee performance and organisational productivity stood at 0.132 which indicates that it has a small effect on the endogenous variable following Cohen's (1988) criterion that effect sizes of 0.02, 0.15, and 0.35 are small, medium and large, respectively.

Fig 4.2 Simple Slope Analysis



Source: Smart PLS4 Output, 2023

From the simple slope analysis in Fig 4.2, the red line (OI at +1 SD) is least steeper, indicating that at a high organisational incentive, employee performance would only have a less proportionate impact on organisational productivity, supporting the moderating effect of employee performance has on organisation productivity but indicating a very low impact.

The p-value being less than 0.05, however, indicates that this positive moderating effect is significant at 95 percent confidence level which gives the study enough statistical evidence to reject the null hypothesis, H_{02} , which states that organizational incentives do not significantly moderate the relationship between employee performance and organizational productivity; and accept its alternate, H_{12} , which states that organizational incentives do significantly moderate the relationship between employee performance and organizational productivity.

4.4 Discussion of Findings

The study investigates the moderating role of organizational commitment in the relationship between transactional leadership style and employee turnover intentions. A number of findings were arrived at which are stated as follows:

- i. It was revealed that employee performance has a positive and significant effect on organizational productivity in the selected public and private organisations in Nigeria. This implies that increased employee performance will significantly increase organizational productivity.
- ii. It was also discovered that organisational incentives positively and significantly moderates the relationship between employee performance and organisational productivity. This implies that organizational incentives increases the positive effect of employee performance on organisational productivity, however, in a less proportionate manner. In other words, where organisational incentives are increased, the positive effect which employee performance has on organisational productivity would increase slightly.
- iii. The research findings indicate a statistically positive and significant relationship between employee performance and organizational productivity in both selected public and private sectors in Nigeria. This means that high-performing employees

contribute substantially to enhance overall productivity. However, while the correlation is consistent, there are variations in the factors influencing employee performance in public and private sectors. Public sector performance is influenced by factors like job security and organizational culture, whereas the private sector is more affected by performance-based incentives and career advancement opportunities.

- iv. Moreover, the study findings discovered that employee training and development and other motivational packages emerged as a critical factors influencing performance across both sectors. Continuous skill enhancement positively impacts employee capabilities, job satisfaction, and, consequently, organizational productivity.
- v. The study also found out that effective leadership and management practices play a pivotal role in shaping employee performance. Therefore, clear communication, supportive leadership, and fair management practices positively impact the work environment, fostering higher levels of employee engagement and productivity.

5.0 Conclusions and Recommendations

Conclusion

The assessment of the effect of employee performance on organizational productivity in selected public and private sectors in Nigeria underscores the critical role of competent workforce in shaping overall organizational productivity. The findings reveal that employee performance significantly influences organizational productivity in both public and private sectors. Positive correlations between employee performance and productivity were identified, emphasizing the importance of a motivated and skilled workforce in achieving organizational goals. However, variations exist in the factors influencing performance in these sectors, suggesting the need for sector-specific strategies for optimizing employee performance. It is evident that investing in employee training, recognition programs, and fostering a conducive work environment are pivotal for enhancing performance and, consequently, organizational productivity. The study highlights the significance of tailored management approaches to harness the full potential of the workforce. Ultimately, these insights provide valuable guidance for both public and private sector entities in Nigeria to implement targeted initiatives aimed at maximizing employee performance and, consequently, organizational productivity.

Based on the above findings, the study recommended that;

- i. Organizations should tailor their strategies to the sector-specific factors influencing employee performance. In the public sector, emphasis should be placed on fostering job security and cultivating a positive organizational culture to enhance employee performance. In contrast, the private sector should focus on implementing performance-based incentives and providing clear pathways for career advancement. Recognizing and addressing these sector-specific influencers will allow organizations to optimize employee performance, thereby positively impacting overall productivity. Additionally, organizations could benefit from sharing best practices across sectors to create a more comprehensive approach to employee performance management.
- ii. Organizations prioritize continuous employee training and development programs to enhance skills and competencies. This investment contributes to increased employee confidence, job satisfaction, and improved productivity.
- iii. The organizations prioritize the development of leadership skills through training programs. Leaders should be equipped with communication strategies that emphasize transparency and clarity, fostering an environment where employees are well-informed and aligned with organizational goals. Additionally, initiatives promoting supportive leadership styles, such as empathy and active listening, should be

implemented to enhance the overall work culture. Organizations must also focus on creating fair and equitable management policies, ensuring consistency and transparency in decision-making processes. By prioritizing these aspects, organizations can foster a positive work environment, boost employee engagement, and ultimately enhance productivity levels across the board.

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