

Effect of Personnel Administration of Nigerian Content Development and Monitoring Board (NCDMB) on Workforce Productivity

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Abstract: *The research was carried out to ascertain the extent personnel administration practice affects productivity rate of NCDMB staff. The study was anchored on equity theory as envisioned by John Stacy Adams in 1963. The study adopted a survey research design and major source of data was primary source, achieved through drafting and distribution of copies of structured questionnaire to the select respondents. Analysis was done with the aid of tables and figures generated from the responses based on the questionnaire. Besides, analysis of the primary data was done through the use of analytical tools like tabulation and simple percentage in a tabular form. Furthermore, the chi-square (X^2) tool was used to test the hypothesis on the relationship between personnel administration and staff productivity at the Nigerian Content Development and Monitoring Board. Findings revealed inter alia: there is positive significant relationship between motivation-armed personnel administration and staff productivity in an organization; there is also a significant relationship between challenges to personnel administration of an organization and the extent of productivity of the staff. The study recommended periodic review of personnel administration of the agency to nip possible challenges that can negatively affect staff productivity in the bud. It is expected that the staff should reciprocate extant motivational benevolence of the personnel administration by increasing productivity.*

Keywords: Workforce; Personnel; Productivity; Motivation; Organization

INTRODUCTION

There are basically two variables that make work environment worthwhile or productive. They are the personnel or workforce and others. The personnel form the human part of the organization saddled with the responsibility of designing/formulating and implementing policies and strategies to make sure the

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objectives or goals of the organization are effectively and efficiently realized or achieved. Furthermore, the most difficult task facing managers of organization is how best to achieve the missions and vision of the organization which cannot be realized without proper or effective management of human asset of the organization usually considered the most important of all factors of production. The essence of personnel administration is to put together the necessary programmes, functions and appropriate activities to ensure that the human part of the organization is managed in a manner that will maximize the performance of the organization through the dedicated loyalty of individual employee (Carell, Elbert, and Hatfield (1995).

There are many variables that make up personnel administration. These variables according to Armstrong (1980) include the mode of organization and motivation of employees, the management style and organizational environment or climate, the level of or extent of interpersonal relations and trust among staff of the organization, the ability and readiness of the organization to meet the contractual needs of its employees in terms of condition of service, space for quality of life and sundry motivation. Personnel administration stands for interaction between a series of job-related activities, the job, individual workers and the organization to develop and implement changes whose aim is to achieve the set goals of the organization. Personnel administration targets the efficient and maximized utilization of the potentials of the human component of an organization. For effective actualization of the personnel administration, certain tenets such as planning, organizing, directing and controlling of the procurement, development, compensation, integration, maintenance of human resources should be considered (Flippo1986). Furthermore, personnel administration is saddled with two fundamental responsibilities which include the managerial and operative functions. This further explains that for personnel administration to be at its best for an organization, it must proactively and regularly ensure that issues surrounding or affecting recruitment of staff and institutionalization of anything that will ensure survival of the organization, both in bad and good seasons is maximized.

Organization without effective personnel administration is likened having a fuelled brand new car without a driver or the futility of going to the market with one-sided coin (Unanka 2014). The policies that guide the processes involved in personnel administration should be held sacrosanct in terms of sincerity in both the formulation and implementation of its policies for the benefit of the organization and employees, both as individuals, as well as a group. Personnel administration is therefore an indispensable constituent of every organization. It is bound to be in effective operation in every organization that hires human services in order to get the best input of the human assets for the actualization of set goals of the enterprise. The growth, development and performance of the organization depend to a great extent the management of its personnel.

Succinctly, personnel administration comprises human resource planning and employment; salary and wage administration, including related reward systems; organizational design and patterns of work; education, training and development; employee relations and; employee services, welfare, health and safety (Mullins, 2002). The ability of personnel administration to craft the administrative framework to effectively implement the personnel concerns of the organization, taking the integral and sub-system of the organization into consideration in terms of the penchant for both short and long term profitability of the enterprise, correctly presents it as the heartbeat of every organization (Frank 1974).

Since the advent of industrial revolution, many researchers have been working hard to find out why personnel or human resource departments of both public and private in both core and periphery nations have paid little attention to the welfare of employees. Industrial humanism experts like Elton Mayo in his

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famous Hawthorne experiment in (1924-1932); and Chester Bernard's popular work on organizational equilibrium in the 1960s have shown concerns on why important component of organizations like the human capital or personnel is not properly placed in the organization. The insensitivity of employers to the core organizational values, especially those values that are clearly set out to benefit the workforce usually lead to industrial disharmony, which often produce negative effect against organizational productivity. When the personnel administrations of organizations treat the workers as vending machines, there is high tendency that the best of them will not be imminent. Obviously, this will lead to negative attitude to work such as lateness to work, slowdown approach to function, poor dedication to duty, dereliction of duty, withdrawal of service and ultimately strike action. These actions, no doubt, impact the organization negatively, both the image and productivity. The aim of the current study is therefore, to investigate the personnel administration style of the Nigerian Content Development and Monitoring Board and to find out how it influences the productive behaviour of the workforce.

In order to achieve the research objective, two hypotheses were formulated in the null and alternate formats to guide the study.

Ho: Implementation of personnel administration has no significant relationship with staff performance at Nigeria Content Development and Monitoring Board.

Ha: Implementation of personnel administration has significant relationship with staff performance at the Nigerian Content Development and Monitoring Board.

Hypothesis two:

Ho: There is no significant relationship between the challenges to the practice of personnel administration and the productivity of personnel at the Nigerian Content Development and Monitoring Board.

Ha: There is significant relationship between the challenges to the practice of personnel administration and the productivity of personnel at the Nigerian Content Development and Monitoring Board.

THEORETICAL FRAMEWORK AND RELATED LITERATURE

The study was anchored on equity theory as was envisioned by Adams Stacy in 1963. Equity theory is essentially a theory of motivation. In the contemporary labour market where both labour and resources to acquire labour are relatively scarce, there are perceived and real struggles between the buyer of labour and the seller of labour to outwit each other. While those who purchase labour try to get it at a cheaper rate, the sellers of labour equally work hard to get higher bid. This might be by way of asking for better motivational factors or incentives from the organization. Furthermore, this situation is usually driven by the fact that employees want to be convinced that they are being usually fairly treated in the organization in terms of productivity versus rewards. This is the concern of equity theory.

Equity theory is purely of human resources concern. The theory was introduced in 1963 by John Stacy Adams. The proponent of the theory opined that the theory was developed to fill the gap created by lack of theoretical explanation of the psychology behind perception of inequality in organizations (Adams 1963). Adams centred his thought on fair treatment of the workforce of organization, citing that such could boost the morale of employees, especially when the staff are aware and convinced that they are being fairly treated by the organization. According Adams, "the employees create a mental ledger of the inputs and outcomes of their job and then use this ledger to compare the ratio of their inputs and outputs to others". Equity theory

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further explains that the workforce is being motivated to put in its best in order to achieve the set goals of the organization but this must be based on two factors. One, the pay, which is financial remunerations of the workers, must be equitably implemented. Two, there must be no ambiguity in terms of their perception on how well or fairly they are paid compared with other employees.

Equity theory is largely underscored by equity norms which explains the express expectation of employees that whatever is paid to them for labour provided should be in the size of the contributions they make to their jobs. There are three basic components of equity theory. They are- one, input, which explains the amount or level of effort or endeavour one puts in the relationship or organization. Two, outcome, means the reward that an employee receives from a relationship, and finally comparison, which underlines the one's ideal level of input and output in a relationship.

Applying the equity theory in an organization is fundamental to its progress, sustainability and goal attainment. It is so because the knowledge and perception of employees that they are being fairly treated by the organization which addresses both their extrinsic and intrinsic concerns, thus placing them in the most psychological balance to offer the best for the organization's growth and sustainability. Therefore, as the personnel department of Nigerian Content Development and Monitoring Board searches for a way of inducing its workforce to post and sustain high productivity, adoption of equity theory as organizational principle should be explored. Equity theory suits the study because it explains the relationship between personnel administration and staff productivity.

Conceptual Review

Establishment and relevance of Nigerian NCDMD

Nigerian Content Development and Monitoring Board (NCDMB) is one of the Federal Government development agencies established to oversee certain developments in the oil and gas industry in Nigeria. It is a federal parastatal under the Ministry of Petroleum Resources. NCDMD was established on April 22, 2010 by the Nigerian Oil and Gas Industry Content Development (NOGICD) Act 2010. The Local Content Bill was before the National Assembly of Nigeria for quite a long time before it scaled through the legislative hurdles. This success was again faced with some hurdles when it was sent to the presidency for presidential assent. However, the bill got presidential assent on April 2, 2010, thus making it an Act of Parliament and paving way for the local content development initiative. NCDMD is currently headed by Executive Secretary, Engr. Simbi Wabote (History of NCDMB, 2023).

Nigerian Content Development and Monitoring Board (NCDMB) was established by section 69 of the Nigerian Oil and Gas Industry Content Development (NOGICD) Act 2010. The agency is empowered among others, to "coordinate, supervise, administer, and monitor the implementation and development of Nigerian content as specified in the Schedule to the Act". Furthermore, the agency has professionalism, passion, integrity, creativity, patriotism and team spirit as its core values. The Local Content Act has tremendous significance regarding the empowerment of Nigeria companies towards contributing to the development of Nigerian economy. This is usually achieved through encouragement of value addition, job opportunities for the Nigerian populace and sundry socioeconomic achievements (History of NCDMB, 2023).

Employee Productivity

The classic productivity definition is a way to measure efficiency. In an economic context, productivity is how to measure the output that comes from units of input (Team, 2020). Productivity is the key source of economic growth and competitiveness. A country's ability to improve its standard of living depends almost entirely on its ability to raise its output per worker, i.e., producing more goods and services for a given number of hours of work. Economists use productivity growth to model the productive capacity of economies and determine their capacity utilization rates. This, in turn, is used to forecast business cycles and predict future levels of GDP growth. The most commonly reported productivity measure is labour productivity. This is based on the ratio of GDP to total hours worked in the economy. Labor productivity growth comes from increases in the amount of capital available to each worker (capital deepening), the education and experience of the workforce (labor composition) and improvements in technology (multi-factor productivity growth) (Kenton, and Kelly, 2020).

Productivity is characterized as the output divided by inputs (Barnes, 1980). It has consistently been perceived along these lines since the term was first referenced in the late 1800s. The output represents items and products (and later services) generated while the input sources incorporate the key asset utilized for this generation, particularly in the prompt factors. Productivity shows the capacity of every related action to create value. Productivity represents significant philosophical move in how a working framework (including a workstation, an assembly system, a procedure, production line, and a plant) would be broke down for nonstop improvement.

Initially, productivity measurement and analysis focused on the individual level, especially at the assembly and production lines (Takala, Suwansaranyu, and Phusavat, 2006). The pressure to increase the product volumes while lowering and/or maintaining the production cost helped underline the importance of productivity and the linkage with business planning.

Employee Productivity Employee productivity is an appraisal of the proficiency of employees or group of employees. In real terms, productivity is a factor that influences the company's profits directly (Gummesson, 1998). Productivity can be evaluated in terms of the time spent by an employee actively carrying out the job they were hired to do, in order to produce the desired results expected from an employee's job description (Ferreira and Du Plessis, 2009). Productivity can be evaluated in terms of the output of a worker in a given period of time. Typically, the productivity of an employee will be weighed relative to an average output for employees doing related work. It can also be evaluated according to the number of units of a manufactured goods or service that an employee performs in a stipulated time space (Piana, 2001). As organization achievements depend solely on productivity of its human resource, employee productivity has become a necessary objective for organizations (Sharma and Sharma, 2014). The fundamental problem many organizations encounter currently is the requisite and mandate to increase employee output.

Many researches are centered on one or two ways to measure productivity and since many different approaches are taken, it can be demanding to contrast the outputs (Nollman, 2013). Generally, there is absence of an effective and standardized way to assess productivity. Sharma and Sharma (2014) posit that employee productivity depends on the extent of time that an employee is physically present at their job, alongside the magnitude to which they are mentally present or efficiently working during the presence at the job. Firms should address such issues so as to ensure increase in worker productivity. Preceding works have clearly thrashed out the benefits of employee productivity which would lead to organizational success.

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Sharma and Sharma (2014) opine that high productivity results to economic growth, higher profitability, and social progress. It is only by increasing productivity, employees can receive good wages or salaries, working conditions and larger employment opportunities. Cato and Gordon (2009) also assert that the alliance of the strategic vision to worker productivity is a fundamental contributor to the accomplishment of an organization. This alliance in turn would motivate and inspire employees to be more innovative, and this ultimately can improve their performance effectiveness to achieve organizational objectives and purpose (Obdulio, 2014).

Furthermore, higher productivity tends to increase the competitive advantage by reduction in costs and improvement in quality of output (product/services). Accurate measurements reveals how much time is spent on completing work tasks on time, as well as how much time is lost due to illness or excessive rest periods, work-related conversations, and disturbances such as SMS and social media (Chase, Topp, Smith, Cohen, Fahrenwald, Zerwic, Benefield, Anderson, and Conn, 2013). Profit Productivity Measurement uses profit as an effective tool to measure team productivity. In fact, measuring pure productivity in terms of profit obtained becomes the preferred type for organizations (Milana, 2006). Quality of tasks and productivity are measured by whether the job assigned is actually performed. He believes that because personal and professional life is increasingly integrated and overlapping, it is most accurate to base productivity measurements on completion of tasks, not minutes spent in the office. (Hartanti, 2016). Productivity of an employee may be dependent on the ability of the organization to respond to the psychological, emotional and physical needs of the employee both on and off the job, and also the readiness of the employee to respond to the official task of the organization to produce result. Furthermore, both management and staff of organizations must be at their respective best to achieve productivity, thus motivation, whether intrinsic or extrinsic should be seen to be a major tool.

Objectives of Personnel Administration

There are basic reasons for establishment of organizations in every given environment. These reasons equally drive the setting up of personnel administration to coordinate and enforce or implement a process of employee organization in a manner that will pursue the best interest of the institution. Specifically, fundamental objectives of personnel administration starts with ensuring that all the members of the workforce are genuinely and willing committed to adopting every strategy, principles, morality and orderliness formulated by the organization geared towards achieving optimal operational performance in the organization.

At this juncture, it is apposite to borrow a leaf on the objectives of personnel administration from the work of Mullins (2000). The following represents the objectives of personnel administration according to Mullins 2000.

- The most important reason for introducing personnel administration is to figure out the best way and manner to encourage the employees to do their best for the achievement of the set goals of the organization. This may in a way of supporting the identified programmes of the organization and also playing a role in the development of policies that will help immediate and future achievement of organizational goals.
- Personnel administration also helps to improve or create incentives, ensure job engagement and dedication by making sure that rules, policies and processes that guarantee that workers of the organization are placed on high value and also rewarded in tandem with the skills and competences they display to ensure organizational success and productivity.

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- Another vital importance of personnel administration is the creation of cordial and convivial work environment or climate. This role goes a long way to ensuring a climate that increases the workers productive adrenalin level and ensuring great relationship that can create productive and harmonious relationship capable of maintaining partnership between management and human resources.
- For individual employees of an organization to develop and grow on the job, the personnel administration department of the organization must play vital role of seeing the development and growth of the workforce as that of the organization. This means that personnel administration of an organization, through its policies makes certain the maximum development of its employees.
- Profitability, maximum performance and productivity remain the unassailable and incontrovertible target of every organization. To achieve this, the two important sub-units of an organization-the personnel administration which is part of management and the employees must work hand in glove. Therefore, the personnel administration, that manages the workers should put necessary machineries in motion to enable individual workers contribute effectively to the growth of the organization.
- Individual workers of organizations deserve respect to their human personality. Organizational experts and scholars of human relations theory and industrial humanism such as Mary Parkert Follett (1868-1933); George Elton Mayo (1880-1949); Chester Bernard (1886-1961); Abraham Maslow (1908-1970) and many more had harped on the need for the personnel administration department of organizations to ensure that the wellbeing and respect for human personality of workers remain sacrosanct.
- It is an acceptable maxim that he that works should eat and again that one should not muzzle the ox that threaded out the corn. Therefore, it is the responsibility of personnel administration of organizations to ensure that the needs of various workers are satisfactorily met in tandem with their contributions to the goals of the organization (Armstrong, 2005; Sharma Sadana and Kaur, 2012).

Characteristics of personnel administration

Personnel administration possesses certain features and Sharma et al (2012) provided the following as its basic characteristics:

- ❖ Personnel administration is usually a constituent and fundamental element of management. Its function cannot be neglected in day to day management of the organization.
- ❖ Personnel administration handles the human aspect of every organization. The input of human resource which personnel administration handles cannot be overemphasized.
- ❖ When one talks about management, it also involves management of human aspect of the organization and such management cannot be effectively done without involvement of personnel administration. Therefore, personnel administration is part of management and management is also part of personnel administration.
- ❖ It is a basic management function performed at all levels and in all levels of management. Personnel administration is a continuous function which every manager has to perform (Sharma,Sadana and Kaur, 2012).

Basic functions of personnel administration

In every organization, there are two fundamental areas of functioning that must be at their best in order to achieve the set goals of the organization. These functional areas that the personnel administration must work expeditiously to ensure their efficacy with regards to productivity form the managerial and operational

functions of personnel administration. At this juncture, it becomes apposite to specifically treat the two distinct functions of personnel administration;

The Managerial Functions

In the contemporary organization, there is always one at the helm of affairs whose responsibility is to ensure that rule and regulations made to bring about productivity in the organization are implemented with every sense of duty and objectivity. The era of sprawl organizational system has gone and will most probably not return. Therefore, the office of a manager of organization is laden with the task of assuming the authority and leadership calisthenics of the organization and most importantly to ensure that no personnel under performs. Every member of the organization is expected to be under the leadership and authority of the manager. The manager can achieve the managerial personnel administration function through strict implementation of the following specifics;

Planning

It is often said that he that fails to plan to achieve a goal simply plans to fail in achieving such goal. This underscores the indispensability of planning in organization to ensure effective achievement of the goals of the organization. Therefore, planning is the act of setting goals to be achieved and most importantly providing actions and inactions through which such goals could be achieved. Great efforts are required to be made by personnel administrators by formulating courses of action capable of ensuring effective resolution of issues bothering on personnel of the organization. Effective personnel planning should take care of the present and future personnel needs of the organization. This will demand making a little forecasting in the planning to make it hugely strategic for hitch free operations. Planning personnel programmes should be carried out with great caution because of its strategic relevance to organizational success.

Organizing

After drawing up a plan, the next action is to put together a design containing suitable structure that is capable of ensuring that plans prepared or formulated are implemented to achieve the ultimate goals of the organization. To achieve the aforementioned, personnel manager should understand the work environment with regards to the jobs, staff, physical and psychological factors that may determine the effectiveness and efficiency of the workforce with the aim of fixing them. If this process is conscientiously attended to, personnel objectives could be a banker.

Directing

The personnel function of directing underscores the need to build effective work environment or climate and make rules and regulations for effective motivation, supervision and discipline in the organization. This is said to be central to goal achievement as planning, organizing and staffing would be of little importance if the directing function is lacking. The directing function is also known as commanding, motivation or leadership. For people in the organization to perform effectively, there is need to encourage them. This is often done through motivation. Motivation provides the incentive for workers to put in their best towards a specified end. The personnel manager must understand how best to motivate workers in the organization. The personnel manager should be well schooled in both extrinsic and intrinsic motivational strategies and also know the appropriate time to apply each of them.

Controlling

Every organization has goals set out to achieve and the extent to which these goals are achieved spells the success or failure of the organization. However, for these goals to be achieved, the personnel manager should ensure that activities of the workforce be strictly in line with goals of the organization. The act of ensuring such feat in an organization is called control. Personnel control helps to minimize organizational insubordination, deviations and defiant attitude that could hurt the growth and reputation of the organization.

Operational Functions

The operational functions of personnel administration are directly related to areas that take care of acquisition of human and material capitals requisite for effective and efficient operations or functioning of the organization. The following represent the operational functions of personnel administration;

Procurement

One of the fundamental sources of organizational profitability and stability is procurement of all the factors of production. Furthermore, the operational manager plays the role of a go-getter. This assertion is appropriate because the success of every organization depends on the extent or how effectively the actors are able to mobilize the factors that will ensure timely actualization of organizational goals. Therefore, the procurement function of operations manager underscores the need for effective acquisition of the human resources required for maximum achievement of the goals of the organization. The focus of the procurement manager is usually to improve on the quantity and quality of personnel of the organization without whose services; the organization may not achieve the set objectives.

Such endeavours as figuring out the job content of an employee is one of the critical responsibilities of personnel administration, thus usually described as the starting point of the functions of personnel administration department (Dessler 2011). There are often many positions that exist in the organizational structure. These positions are expected to be filled with required number of staff, staff with required competence, skills and craftsmanship to ensure that the input needed to make the organization productive is put in place. The least qualification requirement an employee should possess to perform each job should be clearly specified by the personnel administration to avoid any form of ambiguous scenario (Onwuchekwa, 1994). The onerous and strategic nature of procurement in both public and private organizations cannot be overemphasized. The success of an organization usually depends on the ability and willingness of the personnel department to recruit required and competent staff, place them appropriately and motivate them as often as required.

Development

Development is about changes to the right or required or desired trajectory expected to lead to growth. Every organization aims to develop and grow as time passes. However, the development and growth of an organization is strongly correlated with competence and skills of its workforce. Therefore, development as one of the operational functions of personnel manager involves improving the craftsmanship, skills and competences of the employees through periodic training programmes, workshops and seminars to ensure improvement on specific job performance of the workforce.

Compensation

Compensation of workers by organizations plays a pivotal role in motivating the workers. A motivated worker, whether through intrinsic or extrinsic motivation, in most cases and almost instantly responds

positively to such stimulus. People are hired to work that they may be paid and the employers face the contractual responsibility or obligation of doing everything humanly possible to ensure adequate and commensurate remuneration of the workers as long as the contract is in force. However, equity expected in this process should be in consonance with the results of job evaluation, extant compensation, remuneration, wages and salary policies. The capacity of organizations to pay: Ability to pay is one of the determinants of what salaries and wages a company can accept. Every organization is always working out its own plan to strike a balance between the responsibilities she can carry and her survival opportunities. Compensation policies of organizations are usually determined by the following factors.

- ❖ Government legislations: Governments all over the world are increasingly getting involved in wage issues. They do this through setting minimum wage standards and other fiscal policies. The essence of government intervention is mainly to protect disadvantaged groups, ensure full employment, check inflation and stimulate demand.
- ❖ The labour market: The labour market to a large extent, determine what should be the cost of labour. In the events that the labour market is saturated, the cost of labour is, by implication, going to be very cheap. However, salaries and wages, on the other hand, are likely to be pushed up when the labour market is under supplied.
- ❖ Productivity: Organizations employ people to help achieve their goals and objectives, by their productive labour. In determining the wage level, the employer would be certain that additional wage increases would be justified by additional productivity.
- ❖ Social Pressure: Compensation paid to employees in a given company often affects that company's pricing of its goods and services. Consumers are forced to be interested in compensation decisions. The government often responds to public opinion and steps are taken to regulate prices of goods and services.
- ❖ The Influence of Trade Unions: Labour unions by their nature are always in the struggle for better working conditions for their members. Their organizational ability determines the level of influence they can command in an organization or economy. If they are strong, they can, through the process of collective bargaining get better wages for their members. For instance the Nigerian Level Congress (NLC) has always agitated for higher way and salaries for its members.
- ❖ Prevailing Cost of Living: The prevailing cost of living in any society has been identified as instrumental in determining salaries and wages to be paid for labour. In unregulated economies like that of Nigeria and most other African countries, the cost of living keeps fluctuating and in most cases on higher scales, and this has often pushed up the demand for increase in salaries and wages.
- ❖ Prevailing Wages in the Industry: Most industries or professions have prevailing wage rates. Organizations within an industry, try to pay salaries that are comparable to others in that same industry. Though some organizations may want to pay more than the prevailing rates in order to attract and retain high quality manpower, most organizations pay something near the industry average.

Operational functions

Integration

There could be three fundamental interests surrounding the setting up of organizations and these interests to a large extent, determine the acceptability and success of the organization. These interests include interests of the workers, the organization and society. Consequently, the integration function of the

personnel manager reconciles these competing interests so that no friction or conflict of interests could jeopardize the achievement of the set goals of the organization. This function aims at reconciling the interests of workers with those of the organization and society.

Maintenance

Act of maintenance deals with the preservation of the component units of the organization without which the organization will not stand. Furthermore, it involves proper coordination through effective communication, maintaining the physical conditions of the work place, health and safety conditions in the organization. Maintenance function strives to safeguard and protect the profitable and favourable status quo in the organization

Separation

Services of an employee in an organization will definitely end one day. It may end as a result of attaining the statutory retirement age, being laid-off or discharged. These are inevitable situations in industrial relations which are usually handled by the personnel management to ensure equity, transparency and fairness. The personnel administration is expected to ensure that reason for any form of separation is founded on equity, justice and fairness.

Job analysis

Job analysis is a critical and indispensable process in human resources management. The act of taking note of the various elements inherent in performing a job describes job analysis. In this analysis, such elements as the tasks, duties, responsibilities and possible outcome of a job are systematically investigated to ensure efficiency in the system (Agbo, 2003). Job analysis consists of gathering of information that will expose the manager to a comprehensive understanding of the job and how best it could be executed as often as required (Aniagolu 2000). The acquisition of information about a particular job and its analysis helps the planners with express and strategic knowledge on the competence of the employee or personnel needed for such job position. Therefore, job analysis entails systematic approach to the procurement of personnel or the staffing process as it involves examining a job to identify its component parts and the circumstances in which it is performed. Besides, it arms the organizational actors the specific information about the content of a particular job for the purpose of understanding the quality and duties of personnel required to perform that particular job (Onubogu, 1995).

James, (1994); Onah, (2003) maintain that every organization has job positions that must be occupied by competent staff and that it is usually through job analysis that procedure for determining the duties of the positions and characteristics of the people to be recruited or employed are resolved by the organization. Job analysis is also inclusive of the information about the nature and conditions of work of the job in question.

A properly executed job analysis will produce two distinct results. These results are job description and job specification. Description of a job is usually a scientific explanation of the duties and responsibilities of a particular job which specifically includes the job purpose and scope (Onwuchekwa, 1994). It is a compendium of data with explicit information regarding a particular in an organization, including remarks on the nature of work environment (Mullins, 2002). On another development, job specification is more microscopic in practice. This is because it entails the required minimum acceptable competences and qualities a prospective job seeker should possess to stand the chance of getting the job. Job specification provides specific information or details about a particular job to both recruitment agents and job seekers as well for proper guidance regarding the exercise. This is necessary because such adherence will bring people with the competence and quality to contribute to achieving the set objectives of the organizations.

Factors affecting personnel needs of organizations

The contemporary organization has been going through many changes some of which affect its manpower variously, either positively or negatively depending on perception, reception and management. According to Onwuchekwa (1994), the following factors affect the manpower needs of an organization;

- ❖ Technology: Contemporarily, information and computer technology (ICT) is the driver of organizational operations and it has been proving to be more efficient. For example the emergence of Artificial Intelligence (AI) is actually reducing the burden resulting from direct human involvement in some organizational operations. However, the core technology of an organization can change overtime and this can lead to hiring of new staff or lay-offs. A study of an organization's technology can help the organization to make meaningful prediction on how its technology will change in the future and how it affects the human resource need.
- ❖ The present workforce situation: Certain situations in an organization can cause a change in the present workforce, e.g. compensation policy etc
- ❖ Changes in business environment: Increase in price of goods and services can affect customer behaviour, which invariably affects an organization's ability to retain more employees. For example, the present unfavourable business environment in Nigeria has caused the closure of many organizations, thus leading to mass retrenchment of workers.
- ❖ Changes in strategy: The operational definition of this strategy can only be as construed by the organization. However, it is expected to be any new plan of action that will help keep the organization operationally or productively afloat notwithstanding the difficulties. Therefore, this strategy may be resolving to hire new employees or do a mass sack of existing workforce.

Challenges of Nigerian Content Development and Monitoring Board

Lack of infrastructure

Unavailability of requisite pieces of infrastructure is one of the challenges confronting proper implementation of the policies of Nigerian Content Development and Monitoring Board. It is therefore very necessary that the host ministry of the Nigeria Content Development and Monitoring Board should provide the required infrastructure to enable the board to function or operate at full potential.

Insufficient capital and manpower

Another hindrance to the full functioning and maximum productivity of the Nigeria Content Development and Monitoring Board is gross insufficient capital and manpower. In every institution desirous of achieving the set goals, availability of both human and non-human capitals remains untouchable. The human capital will play the role of a manager while the ordinary capital energizes the purchasing power of the organization. Therefore, the adequacy of the two in an organization is indispensable for the attainment of the set objectives of the organization. For the Nigerian Content Development and Monitoring Board to perform maximally, issue of insufficient capital and manpower should be resolved.

Lack of trust

There is a palpable sign of lack of trust in the Ministry where the Nigeria Content Development and Monitoring Board is domiciled. Furthermore, there seems to be poor relationship between NCDMD and other sub-units in the oil and gas sector of the Nigerian economy. This scenario has caused breach of trust in the system, giving room for accusation and counter accusation among them. This state of things produces nothing but negative and unproductive results in the sector in particular, and Nigeria in general.

Poor coordination between the regulatory agencies in the industry

Arising from the lack of trust is the cankerworm of poor coordination between the regulatory agencies in the industry. There seems to be conflict of interest among the regulatory agencies in the oil and gas sector of the Nigerian economy. This unhealthy situation introduces destructive distraction from the set objectives of the industry. Despite the huge availability of human and material resources in an organization, if such institution fails to ensure proper coordination of the aforementioned resources, poor productivity will be prevalent. This is to say that any form of poor coordination will definitely negatively affect productivity of staff of the organization.

RESEARCH METHODOLOGY

The study adopted descriptive survey research design using copies of questionnaire to elicit primary data via responses from target respondents. Besides, purposively the study drew a population size of 200 respondents to provide answers to the questionnaire seeking to establish the extent personnel administration affects productivity of staff of Nigeria Content Development and Monitoring Board (NCDMB). The researcher did the analysis with the aid of tables and figures generated from the responses based on the questionnaire. Furthermore, the analysis of the primary data was done through the use of analytical tools like tabulation and simple percentage in a tabular form. Simple percentage stipulates the observed information collected divided by the expected data multiplied by hundred (100), mathematically expressed as $\% = \frac{X}{N} \times 100$.

Where % = Percentage
 X = Total observed data collected
 N = Total expected data

In addition to the simple percentage analysis, the chi-square (X^2) tool would be used to test the hypothesis on the relationship between personnel administration and staff productivity among staff of Nigerian Content Development and Monitoring Board. The Chi-Square is mathematically expressed as shown below: $X^2 = \frac{\sum (O_t - E_t)^2}{E_t}$

The degree of freedom would be cross checked against the level of confidence throughout the test. The research operated within a (0.05) level of confidence. This simply means that any test that falls within the remaining (5) percent should be rejected.

The value of the Chi-square is calculated by

X^2 = Chi-Square

O_1 = Observed frequency

E_1 = Expected frequency

Σ = Summation

Considering the hypothesis postulated in the study, the Chi-Square method of data analysis and presentation was used. It is represented by:

$$X^2 = \frac{(f_{O_1} - f_{E_1})^2}{f_{E_1}}$$

$$X^2 = \sum \frac{(O_1 - E_1)^2}{E_1}$$

$$\mu X^2 \propto K - 1$$

Where X^2 = Chi-Square

f_{O1} = Observed frequency

f_{e1} = Expected frequency

k =

Σ = Sigma sign (i.e. summation sign)

$i=1$

μ = Neu sign (i.e. as it tends to normal distribution)

α = Alpha sign

$K-1$ = (i.e. the number of columns minus 1)

Table 3.1 Staff Distribution of NCDMB

S/N	DEPARTMENT	STAFF
1	General Administration	48
2	Recruitment & Training	47
3	Monitoring & Performance Evaluation	60
4	Research & Development	45
	TOTAL	200

Source: Fieldwork, 2025.

Data Presentation and Analysis

This section of the research is for the presentation and analysis of the primary data elicited from the respondents through structured questionnaire. A total of two hundred (200) copies of questionnaire were involved in the study with senior and junior staff members in active participation.

Table 1: Primary Data Presentation

Distribution Location	Number Distributed	Number Returned	Number of Percentage Rate Return
Senior Staff	100	100	50
Junior Staff	100	100	50
Total	200	200	100%

Source: Field data 2025

Question 1

There is personnel administrative policy in Nigeria Content Development and Monitoring Board (NCDMB). The statement seeks to know if Nigerian Content Development and Monitoring Board have personnel administration as part of its operational policy.

Table 1

Options	Response	Percentage %
Strongly Agree	80	40
Agree	70	35
Undecided	-	-
Disagreed	30	15
Strongly Disagreed	20	10
Total	200	100

Source: Survey Data 2025

Question 2:

Implementation of personnel administration is very effective at the Nigerian Content Development and Monitoring Board. The statement seeks to ascertain whether there is sustained implementation of personnel administration at the Nigerian Content Development and Monitoring Board.

Table 2

Options	Response	Percentage %
Strongly Agree	20	10
Agree	30	15
Undecided	10	5
Disagreed	65	32.5
Strongly Disagreed	75	37.5
Total	200	100

Source: Survey Data 2024

Question 3:

Staff training and development are adequately and regularly carried out by the management of Nigerian Content Development and Monitoring Board. This statement seeks to ascertain whether such important function of personnel administration like staff training and development receive the required attention at NCDMB.

Table 3

Options	Response	Percentage %
Strongly Agree	20	10
Agree	20	10
Undecided	10	5
Disagreed	70	35
Strongly Disagreed	80	40
Total	200	100

Source: Survey Data 2025

Question 4

Adequate compensation of staff is a major source of motivation to the workforce of Nigerian Content Development and Monitoring Board. This statement sets to find out whether pecuniary reward is a major motivational factor among the staff of Nigerian Content Development and Monitoring Board.

Table 4

Options	Response	Percentage %
Strongly Agree	90	45
Agree	80	40
Undecided	-	-
Disagreed	30	15
Strongly Disagreed	-	-
Total	200	100

Source: Survey Data 2025

Question 5

The personnel administration of Nigerian Content Development and Monitoring Board does not delay or deny promotion of staff that is due. The statement is intent on ascertaining whether the institution usually embarks on regular staff promotion exercise.

Table 5

Options	Response	Percentage %
Strongly Agree	90	45
Agree	80	40
Undecided	-	-
Disagreed	20	10
Strongly Disagreed	10	5
Total	200	100

Source: Survey Data 2025

Question 6

Industrial humanism is strongly lacking at the Nigerian Content Development and Monitoring Board. The statement seeks to find out if highhandedness is the operational order of the day at the organization under study.

Table 6

Options	Response	Percentage %
Strongly Agree	20	10
Agree	20	10
Undecided	10	5
Disagreed	70	35
Strongly Disagreed	80	40
Total	200	100

Source: Survey Data 2025

Question 7

Disciplinary action against erring staff of Nigerian Content Development and Monitoring Board is usually carried out without bias. The statement seeks to ascertain whether staff discipline at the NCDMB is often carried out without consideration of persons.

Table 7

Options	Response	Percentage %
Strongly Agree	90	45
Agree	80	40
Undecided	-	-
Disagreed	30	15
Strongly Disagreed	-	-
Total	200	100

Source: Survey Data 2025

Question 8

Procurement of staff for the Nigerian Content Development and Monitoring Board is usually based on the competence of the job seekers. The statement is intent on knowing whether recruitment of staff for the NCDMB is based on professional competence.

Table 8

Options	Response	Percentage %
Strongly agree	50	25
Agree	80	40
Disagree	40	20
Strongly disagree	30	15
Total	200	100

Source: Survey Data 2025

Question 9

How would you rate malpractice in the procurement of materials for the operations of Nigerian Content Development and Monitoring Board?

Table 9

Options	Response	Percentage %
Very High	41	20.5
High	38	19
Low	63	31.5
Very Low	58	29
Total	200	100

Source: Survey Data 2025

Question 10

Intrinsic and extrinsic motivation is very high at the Nigeria Content Development and Monitoring Board. The statement seeks to know how well the personnel of the outfit are motivated to ensure high productivity.

Table 10

Options	Response	Percentage %
Strongly Agree	90	45
Agree	80	40
Undecided	10	5
Disagreed	10	5
Strongly Disagreed	10	5
Total	200	100

Source: Survey Data 2025

TESTING OF HYPOTHESIS**Hypothesis 1**

H_0 : Proper functioning of personnel administration will not positively affect personnel productivity at the NCDMB

H_a : Proper functioning of personnel administration will positively affect personnel productivity at the NCDMB.

	Strongly Agree	Agree	Undecided	Disagree	Strongly Disagree
Observed Frequencies	90	80	0	30	0
Expected Frequencies	40	40	40	40	40

$$x^2 = \frac{(fo_1 - fe_1)^2}{fe_1}$$

$$x^2 = \sum \frac{(O_1 - E_i)^2}{\Sigma_1}$$

$$\begin{aligned} & \mu x^2 \alpha K-1 1 \\ & = \frac{(90-40)^2}{40} + \frac{(80-40)^2}{40} + \frac{(0-40)^2}{40} + \frac{(30-40)^2}{40} + \frac{(0-40)^2}{40} \\ & = \frac{(50)^2}{40} + \frac{(40)^2}{40} + \frac{(-40)^2}{40} + \frac{(-10)^2}{40} + \frac{(-40)^2}{40} \\ & = \frac{2500}{40} + \frac{1600}{40} + \frac{1600}{40} + \frac{100}{40} + \frac{1600}{40} \\ & = 62.5 + 40 + 40 + 2.5 + 40 = 185 \end{aligned}$$

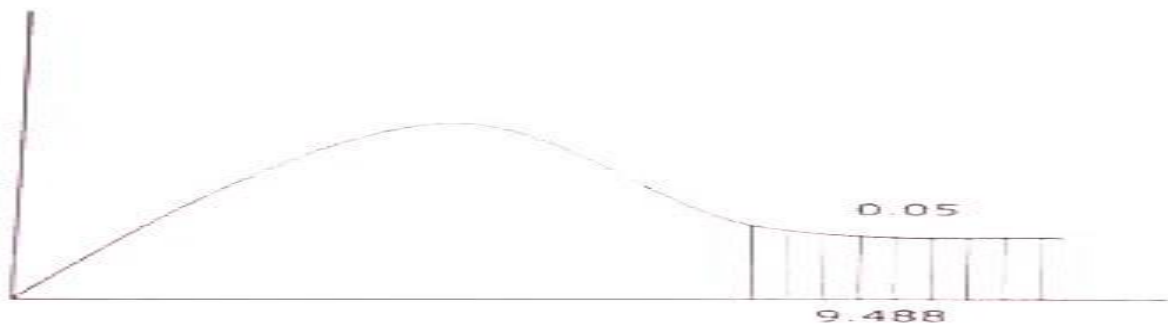
$$X^2 = 62.5 + 40 + 40 + 2.5 + 40 = 185$$

Reject H_0 if $X^2 > X^2_{5-1}$ at 0.05 level of significance.

Reject H_0 and accept H_1 since $185 > 9.488$

X^2 -value	Critical value	α
185	9.488	0.05

Figure 1: A Chi-square Distribution for Four (4) Degree of Freedom

**DECISION RULE**

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Since 185 exceed 9.488, we therefore reject the null hypothesis and establish that proper functioning of personnel administration will positively affect the productivity of personnel of Nigerian Content Development and Monitoring Board.

Hypothesis 2

H₀: There is no significant relationship between the challenges to the practice of personnel administration and the productivity of personnel at the Nigerian Content Development and Monitoring Board.

H_a: There is significant relationship between the challenges to the practice of personnel administration and the productivity of personnel at the Nigerian Content Development and Monitoring Board.

	Strongly Agree	Agree	Undecided	Disagree	Strongly Disagree
Observed Frequencies	134	36	0	12	18
Expected Frequencies	40	40	40	40	40

$$\begin{aligned}
 x^2 &= \frac{(fo_1 - fe_1)^2}{fe_1} \\
 x^2 &= \sum \frac{(o_i - E_i)^2}{E_i} \\
 &= \frac{(134 - 40)^2}{40} + \frac{(36 - 40)^2}{40} + \frac{(0 - 40)^2}{40} + \frac{(12 - 40)^2}{40} + \frac{(18 - 40)^2}{40} \\
 &= \frac{(94)^2}{40} + \frac{(-4)^2}{40} + \frac{(-28)^2}{40} + \frac{(-22)^2}{40} \\
 &= \frac{8836}{40} + \frac{16}{40} + \frac{1600}{40} + \frac{784}{40} + \frac{484}{40} \\
 &= 220.9 + 0.4 + 40 + 19.6 + 12.1 = 293
 \end{aligned}$$

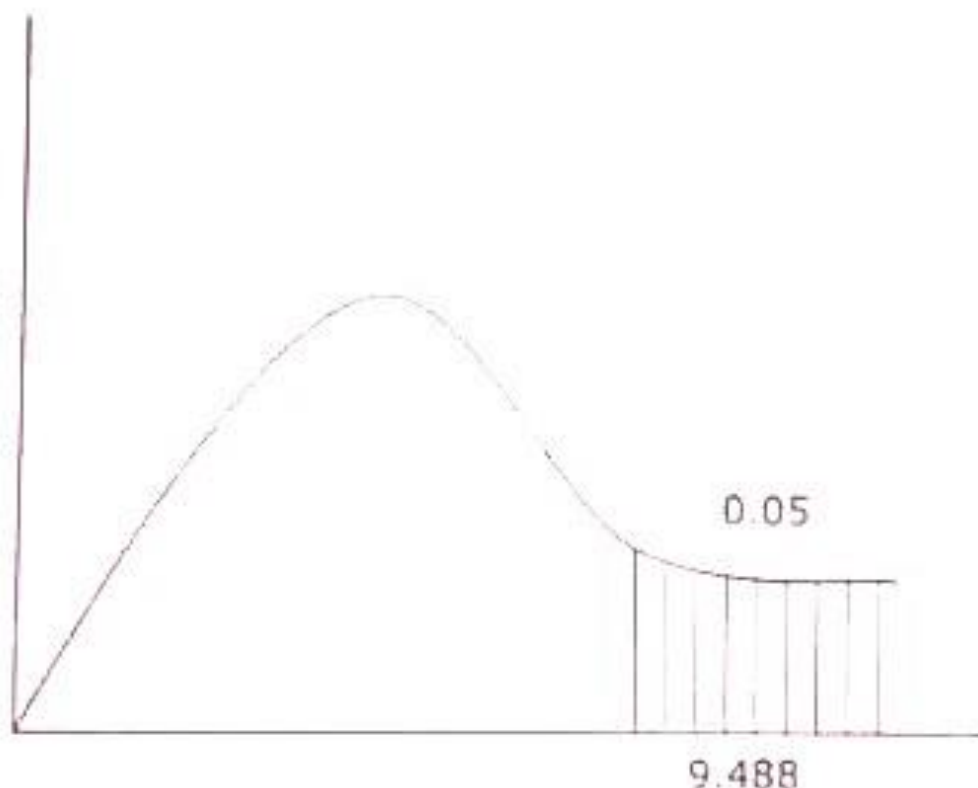
$$X^2 = 0.05, 5-1; X^2 = 0.05, 4 = 9.488$$

Reject H₀ if X² > X²₅₋₁ at 0.05 level of significance.

Reject H₀ and accept H₁ since 293 > 9.488

X ² -value	Critical value	α
293	9.488	0.05

Figure 2: A Chi-square Distribution for Four (4) Degree of Freedom



DECISION RULE

Since 293 exceed 9.488, we therefore reject the null hypothesis and conclude that there is positive and significant relationship between the challenges to the practice of personnel administration and the productivity of personnel at the Nigerian Content Development and Monitoring Board. Therefore, identifying and addressing the challenges to personnel administration at the Nigerian Content Development and Monitoring Board will positively affect staff productivity.

DISCUSSION OF FINDINGS

The analysis of data collected on the topic under study made several findings. The study revealed that though personnel administration is firmly in place as part of human resource department of the agency, critical issues that have to do with over all motivation of staff for maximum productivity is shaky and thus tends to slow down the energies of staff towards efficiency and effectiveness. Therefore, this explains that for the agency to achieve maximum productivity, the workforce should be properly mobilized and motivated to function without any form of negative attitude towards the goals of the agency.

The study also found out that the agency faces some challenges arising from within the office and another from outside the office. The internal challenges according to the findings include lack of trust among staffers; insufficient capital and manpower; poor infrastructure; poor coordination between the regulatory agencies in the industry, amongst others. Another form of challenge to the agency comes from the political

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sphere where it was expressed that the current minister of State for Petroleum Resources, Heineken Lopkobiri is fond of interfering with the administration of Nigerian Content Development and Monitoring Board (NCDMB), thereby causing significant challenge in the operation of the organization, leading to under-performance by the staff. This implies that there is significant relationship between the challenges in an organization and the ability or willingness of the workforce to post high productivity. Finally, the study equally revealed that there is a significant disconnect between the monitoring agency and the industries to be monitored. This scenario breeds inefficiency that directly impedes on the very objective of the Nigerian Content Development and Monitoring Board.

CONCLUSION AND POLICY IMPLICATIONS

Human resource or personnel management is a critical aspect of every organization, whether public or private. Organizations are set up to offer services to the society mostly for a fee. However, no matter the mode of services it offers, effectiveness and efficiency through efforts of committed workforce is audaciously imperative. Academics and managers of human capital are usually awake in search of the most effective means of sustaining industrial harmony which is prelude to personnel productivity. This inquiry is a contribution to examining the relationship between how personnel are treated in organizations and the extent such treatment affects their productivity with focus on Nigerian Content Development and Monitoring Board (NCDMB).

Policy implications can be drawn from this research. First, the management of organizations, NCDMB inclusive, should develop a hard-to-alter (except for improvement) and humane manner of motivating the workforce since the continued existence and progress of the organization depends to a large extent, on the energies of the personnel. Organizational equilibrium should be the major motivational strategy towards getting the personnel to progressively maintain staggering productivity. Second, the parent ministry to NCDMB, which is the (Nigerian) Ministry of Petroleum Resources, should play the role of an energizer to the agency which is mostly needed for over all effective and efficient functioning of the agency. The era of playing 'politics' with the existence and functioning of NCDMB should be gone, seeing that the agency can enhance the performance of local content in the petroleum and other sectors in Nigeria if members of staff are properly tooled. Third, challenges of inadequacy of infrastructure and trust were uncovered by the study. These challenges are capable of crippling huge investment of any organization. The problem of trust existing among NCDMB, Ministry of Petroleum Resources (parent ministry) and the partnering private sectors should be addressed to find common ground for compromise and unity of purpose in the trio. Similarly, government should ensure timely provision of both material and fiscal infrastructure directly or otherwise correlated with effective and productive performance of the personnel. Beside, greater attention needs to be paid on ensuring good work organizational climate capable of motivating both management and personnel of NCDMB.

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