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IMPACT OF EFFECTIVE CORPORATE MANAGEMENT ON EMPLOYEE PERFORMANCE IN SELECTED MINISTRIES IN THE DELTA STATE CIVIL SERVICE

[1] Ebeogu, O. E., [2]Okonkwo, M. O., [3]Aregbe, T. A., [4]Omoregbee, R. O., & [5]Chukwukelu, I. S.

[1]National Productivity Centre Rivers State Office Port Harcourt. [2]National Productivity Centre Imo State Office Owerri. [3]National Productivity Centre Cross River State Office Calabar. [4]National Productivity Centre Kogi State Office. [5]Department of Agric. Education Federal College of Education (Technical) Asaba, Delta State.
EMAIL:ifychuks77ng2003@gmail.com; Phone Number: 08032562581

ABSTRACT
The study was designed to examine the impact of effective corporate management on employee performance in selected ministries in the Delta State Civil Service. Three research questions and hypotheses were formulated for the study. The target population of the study was comprised of 1620 management staff in 59 ministries departments and agencies in the Delta State Civil Service. The sample of the study was among the management cadre from 10 ministries in the State Civil service. Simple random sampling technique was used to select 10 respondents from the 10 ministries, departments and agencies of the commission. Data collected from respondents were obtained using structured questionnaire and analysed using percentages, frequencies, mean and standard deviation. Pearson Product Correlation statistics. From results of the 3 tested hypotheses were rejected. The results of the analysis revealed that effective use of human resources ensures: reduction of labour cost and improve organisation productivity, aids good use of modern technology to improve performance, enables competitive advantage in today's global market economy, increases employees' knowledge, skills, and abilities of the staff, among others in Delta State Civil Service. Motivational incentives provided by the management ensured: that the staff brought out their best, job satisfaction by the staff, and improved productivity of workers. Staff training helped to improve the ministry for her future personnel needs, provided new basic knowledge and skills for employees, it helped them to actively participate in decision making. The study concluded that corporate management improved employee performance in selected ministries in the Delta State Civil Service. The study recommended that the management staff should try to send their staff on both short and long-haul trainings to empower them to be proficient skills are recent with technological advancement to the employees.

Keywords*:* Effectiveness; Corporate Management; Employee Performance.

Introduction

The public sector organizations have, as a rule, been confronted with the issue of how to deal with the exhibition of their workers so they can set up ideal execution at the working environment. The way organizations handle execution examination

measures, worker-management relations, worker sanctions or disciplinary measures as well as preparation and advancement go far to decide the performance of the workers in the organization (Ejumudo, 2011). The craving of any organization is to accomplish industrial agreement since that is the thing that works with the acknowledgment of the ideal output level and efficiency. In certain organizations, experience has shown that a few workers perform at an extremely undeniable level to such an extent that they require practically no management; however, others, conversely, perform just with weighty portions of oversight. These situations have represented the shifting contrasts in the exhibition of numerous organizations (Emesowum, 2010).

Overseeing worker execution is certainly not another idea. Maybe, what gives off an impression of being new is that approaches and techniques for overseeing worker execution have kept on changing to stay up with the shocking forward leaps in innovation, the elements of business enactment, and labor force arrangement. Aside from these, the worldwide competition of organizations occasioned by advancement in technology has made effective administration of organizations convincing for all managers so that more prominent upper hand (competitive advantage) might be accomplished or it could be supported through the proficiency of laborers (Nwachukwu, 2009). Authoritative execution measures ought to incorporate benefit, profitability, promoting adequacy, consumer loyalty, low staff/worker turnover, and worker confidence. In this point of view, worker execution is firmly identified with hierarchical execution. Resourceful and productive worker performance can be relied upon to emphatically impact on organizational performance within the sight of viable corporate management.

Corporate management includes all degrees of overseeing staff in fused organizations or bodies. Casually, corporate management may allude to supervisors and executives who work at the corporate base camp of an organization and go about as the essential heads of the business (Acevedo, 2017). Among others, management guarantees effective use of human resource, information technology, and monetary assets. As such, corporate management guarantees that workers center around their work in manners that can add to accomplishing the mission of an organization (Acevedo, 2017). Supervisors and more significant level administrators are answerable for dealing with the performance of their workers. The corporate arrangement of an organization determines how to utilize the administration framework to great impact. It solves difficulties identified with individual staff and keeping them persuaded. Organizations ought to imbibe corporate management practices which are predictable with the prerequisites of their corporate arrangement. They should best fit the idea of the work performed and the mission of the organization**.**

The civil service, anyplace on the planet, is depended upon for compelling execution of government decisions with the

goal that individuals can sufficiently feel the effect of government (Markova & Ford, 2011). The government workers are required to deliver resourceful and effective administrations to the individuals from general society as well as assist government with formative projects that can improve the personal satisfaction of individuals. Lamentably, this has not been so because of numerous components which focus on inadmissible administration (unsatisfactory management) of worker execution.

Although, the Delta State Civil Service has an abundance of skilled staff, the provision of public services does not match the input of these valuable human resources. This leaves a gap in public service provision in the State. It has been noted that there are poor work ethics and poor work attitude among the civil servants in the Delta State civil service. Experience has shown that, in some ministries, some civil servants achieve performance at a very high level such that they require little or no supervision at all**.** At the same time, others achieve performance only with regular and increased supervision. These events have accounted for the varying levels of performance in different ministries.

The way and manner the management of the ministries handles performance appraisal processes, worker-executive relations, worker sanctions or disciplinary measures as well as training and development goes a long way to determine the attitude of the workers in the civil service. Effective corporate management ensures or involves support for staff welfare and encourages staff career development, availability of tools and consumables in the workplace and progress towards personal professional goals. These appear to play a role in the work performance of civil servants.

On the other hand, ineffective corporate management of the civil service results in poor management of civil servants and the overall operations of the ministry. It also leads to imbalance of budgets, declining revenues, and low enablement of staff to perform other crucial tasks. It is against this backdrop that in this study, the present researcher seeks to empirically examine the impact of effective corporate management on employee performance in selected ministries in the Delta State Civil Service.

Research Questions

The following research questions were raised to guide the research:

1. What impact does efficient use of human resources have on performance of civil servants in the Delta State Civil Service?
2. To what extent does the provision of motivation by the management influence the performance of civil servants in the Delta State Civil Service?
3. What influence does staff training and development programmes have on the performance of civil servants in the Delta State Civil Service?

Research Hypotheses

The following hypotheses are formulated for testing in the study:

$H0_1$: There is no statistically significant extent to which human resources

management contributes to influencing the performance of civil servants in the Delta State Civil Service.

$H0_2$: There is no statistically significant extent to which motivation contributes to influencing the performance of civil servants in the Delta State Civil Service.

$H0_3$: There is no statistically significant extent to which Staff training programmes contribute to influencing the performance of civil servants in the Delta State Civil Service.

Research Method

The civil service structure in the state is divided into three by salary grades which include: Junior staff (Salary Grade levels: SGL 01 - 05); Supervisory staff (SGL 06 - 12) and Management staff (SGL 13 - 17). The study specifically focused on ministry of finance, works, information, sports, Basic education, lands and survey, justice, agriculture, higher education and health which are part of the ministries that make up the civil service in Delta State. Primary source of data was used for the study. Structured instrument (questionnaire) was utilized for information gathering in this study. The questionnaire formulated to reflect objectives of the study. The population of the study comprised of 1620 management staff in 59 ministries departments and agencies in the Delta State Civil Service Commission (Delta State Civil Service Commission (DTCSC), 2015). The sample of the study consists of 100 staff that is among the management cadre from 10 ministries in the State Civil service. Simple random sampling technique was used to select 10 respondents from the 10 ministries, departments and agencies of the commission. The ministries selected include: The ministry of finance, works, information, sports, Basic education, lands and survey, justice, agriculture, higher education and health. The instrument was validated with the help of three experts from Department of Public Administration, Delta State University, Abraka. Reliability of the study was carried out by distributing the instrument to 10 Civil Servants from Anambra State and the reliability was calculated deploying Cronbach alpha and coefficient of 0.78 was obtained and this was adjudged good enough for this study. Copies of a structured and self-administered questionnaire were utilized for information gathering in this study. The instrument was divided into two sections; Section elicited demographic information of the respondents while section B elicited Four-point scale response questionnaire was developed as follows: very high extent (4); high extent (3); low extent (2); very low extent (1). Out of the 100 questionnaires distributed to the different ministries, 88 of them were properly responded to and returned. Therefore 88 copies of the questionnaire were used for the analysis. Information gathering from the field were examined utilizing mean and standard deviation. Items with mean score of 2.50 and above were taken as “agree” on while items with mean score of less than 2.50 were taken as “disagree”. Hypotheses were tested using

simple bivariate Pearson Product Correlation statistics. Accept/reject decision is preselected at the 0.05 level of significance.

Presentation of Results

Research Question One: What impact does efficient use of human resources have on staff performance in Delta State Civil Service?

Table 1: Mean responses of respondents on the efficient use of human resources have on staff performance in Delta State Civil Service (N=88)

S/N	Statement items	Mean	SD	Remark
1	Good management of human resource reduce labour cost and improve organisation productivity	3.03	0.62	Agree
2	Efficient use of human resource aids good use of modern technology to improve performance	3.09	074	Agree
3	Efficient use of human resources enables competitive advantage in today's global market economy	3.53	0.77	Agree
4	Efficient use of human resources increases employees' knowledge, skills, and abilities of the staff	3.68	0.68	Agree
5	It regulates the attitude and status of the employer-employee relationship which can encourage the employees to become more innovative	3.63	0.81	Agree
6	Good management of human resource ensures maximum competitive advantage and to enhance organizational performance	3.31	0.86	Agree

The information presented in Table 1 revealed that the statement items had a mean range of 3.01 to 3.53. The mean items were over the benchmark of 2.50. This shows that the respondents agreed that efficient use of human resources enhanced performance of employees in Delta State civil service. The standard deviation of the items was between 0.62 to 0.86. This indicated that respondents were in complete agreement in their responses as there were not discordant views**.**

Research Question Two: To what extent does provision of monetary incentives provided by the management influence staff performance in the State Civil Service?

Table 2: Mean responses on provision of monetary incentives provided by the management influence staff performance in the Delta State Civil Service (N=88)

S/N	Statement items	Mean	SD	Remark
1	Provision of monetary incentive bring out best from staff	3.51	0.63	High Extent
2	Incentives enhances job satisfaction of staff	3.31	0.72	High Extent
3	Incentives helps maintain good atmosphere in the work place	2.56	0.74	High Extent
4	Incentives brings about good relationship between management staff and lower cadre staff	3.51	0.78	High Extent

5	It increases in productivity of workers	3.61	0.68	High Extent

Table 2 showed that the respondents to a high degree agreed to all the identified items on provision of monetary incentives provided by the management on staff performance in the Delta State Civil Service. The standard deviation of the items was between 0.63 to 0.78. This revealed that respondents were in complete agreement in their responses as there were no discordant views.

Research Question Three: What influence does staff training programmes have on staff performance in Delta State Civil Service?

Table 3: Mean responses on influence of staff training programmes have on staff performance in Delta State Civil Service (N=88)

S/N	Statement items	Mean	SD	Remark
1	Helps the ministry for its future personnel needs	3.02	1.74	Agree
2	Provides new basic knowledge and skills needed for an intelligent performance of definite jobs	3.09	1.56	Agree
3	Prepares the employees both new and old to meet the present and changing requirement of the job and the organization	2.15	1.79	Disagree
4	Staff training make way for workers to actively participate in the decision-making process	3.19	1.79	Agree
5	It makes employees more loyal, committed, and contributing to the organization	3.15	1.77	Agree
6	Supplying professional skills ensures the workers to actively participate in the process of improving quality in the State Service	3.09	1.50	Agree

Table 3 revealed that the respondents were unanimous in agreement that 5 out of 6 items were influence of staff training programmes on staff performance in Delta State Civil Service. The statement items had a mean range of 2.15 to 3.19. The mean of item 3 was under the benchmark of 2.50. This indicates that the item did not influence staff performance. The standard deviation of the items was between 1.50 to 1.79. This showed that respondents were in complete agreement in their responses as there were no discordant views.

Test of Research Hypotheses

Hypothesis 1: There is no statistically significant extent to which human resources management contributes to influencing the performance of civil servants in the Delta State Civil Service.

Table 4: Pearson's product moment correlation assessment on responses of respondents on relationship between human resources management (HRM) and performance of civil servants in the Delta State Civil Service (**N=88)**

Variables		**HRM (X_1)**	**Performance of staff (X_2)**
HRM (X_1)	Pearson Correlation (r)	1	0.76*
	Sig. (2-tailed)		0.00
	N	88	88
Performance of staff (X_2)	Pearson Correlation (r)		
	Sig. (2-tailed)	0.76*	1
	N	0.00	**88**
		88	

*. Correlation is significant at the 0.05 level (P= >.05) (2-tailed)

Table 4 presented Pearson's product moment correlation assessment on relationship between human resources management (HRM) and performance of civil servants in the Delta State Civil Service. The result indicated that there is a strong positive relationship between human resources management (HRM) and performance of civil servants with r=0.76. This shows that HRM significantly influenced the performance of staff in the ministries.

Hypothesis Two: There is no statistically significant extent to which motivation contributes to influencing the performance of civil servants in the Delta State Civil Service.

Table 5: Pearson's product moment correlation assessment on the mean responses of respondents on the relationship between motivation and performance of civil servants in the Delta State Civil Service (N=88)

Variables		**Motivation (X_1)**	**Performance (X_2)**
Motivation (X_1)	Pearson Correlation (r)		
	Sig. (2-tailed)	1	0.53*
	N		0.00
		88	88

Performance (X_2)	Pearson Correlation (r)		
	Sig. (2-tailed)	0.53*	1
	N	0.00	
		88	88

*. Correlation is significant at the 0.05 level (P= >.05) (2-tailed)

Table 5 presented Pearson's product moment correlation assessment on relationship between motivation and performance on SMEs in the study area. The result indicated that there a weak but positive relationship between motivation provided by the management and performance of staff with r=0.53. This shows that motivation provided by the management moderately influenced the performance of staff in the ministry.

Hypothesis Three: There is no statistically significant extent to which Staff training programmes contribute to influencing the performance of civil servants in the Delta State Civil Service.

Table 6: Pearson's product moment correlation assessment on the mean responses of respondents on relationship staff training programmes and performance of civil servants in the Delta State Civil Service (N=88)

Variables		**Staff Training (X_1)**	**Performance (X_2)**
Staff Training (X_1)	Pearson Correlation (r)		
	Sig. (2-tailed)	1	0.42*
	N		0.00
		88	88
Performance (X_2)	Pearson Correlation (r)		
	Sig. (2-tailed)	0.42*	1
	N	0.00	
		88	**88**

*. Correlation is significant at the 0.05 level (P= >.05) (2-tailed)

Table 6 presented Pearson's product moment correlation assessment on relationship between staff training and performance of civil servants in the Delta State Civil Service. The result indicated that there is weak but positive relationship between staff training programmes and performance of staff in Delta State Civil Service with r= 0.42. This shows that staff training programmes moderately influenced performance of civil servants in the Delta State Civil Service. The relationship between the variables was significant.

Discussion of the Findings

The result in Table 1 showed that effective use of human resources ensures: reduction of labour cost and improve organisation productivity, aids good use of modern

technology to improve performance, enables competitive advantage in today's global market economy, increases employees' knowledge, skills, and abilities of the staff, maximum competitive advantage and to enhance organizational performance, among others in Delta State Civil Service. This implies that effective use human resource is of paramount importance in the success of any organization. This is in line with the findings of Nwachukwu (2009) who affirmed that successful representative administration is convincing for all directors so more prominent upper hand might be accomplished through the effectiveness of laborers. Powerful administration of representatives works with legitimate use of the acknowledgment of set objectives and targets (Eromaturu, 2010).

The result in Table 2 showed that the provision of motivational incentives by the management ensured: that the staff brought out their best, job satisfaction by the staff, good atmosphere in the work place, good relationship between management staff and lower cadre staff, improved productivity of workers in Delta State civil service. This implies that monetary incentives increased workers performance and thereby increase the organizations productivity. In line with finding, Manzoor (2021) stated that employees gain numerous psychological and social benefits as a result of enhancing his purchasing power to satisfy his needs of goods and services. Aydin and Ceylan (2012) also stated that if you want employees to trust you and do things for you and the organization, they need to be motivated

The result in Table 3 showed that staff training and development helped to the improve the ministry for its future personnel needs, provided new basic knowledge and skills, it helped them to actively participate in decision making. However, it was noted that the training programmes provided by the management did not prepare employees with both new and old skills to meet the present and changing job requirement. In consonance with the findings, Ali and Akram (2012) stated that preparation and improvement likewise clear paths for workers to take a functioning part in the dynamic interaction.

The outcome in Table 4 showed that the correlation among efficient use of human resources and staff performance was significant. This implied that efficient use of human resources improved staff performance in the ministries. The result in Table 5 showed that that the relationship between motivation and staff performance was significant. The result Table 6 showed that the relationship between staff training programme and staff performance was significant.

Conclusion

Corporate management is of immense importance in any organization, as it ensures effective financial, policy formulation, coordination, control and effective resource management. The study found that that effective use of human resources ensures: reduction of labour cost and improve organisation productivity, aids good use of modern technology to improve performance, enables competitive advantage in today's

global market economy, increases employees' knowledge, skills, and abilities of the staff, among others in Delta State Civil Service. Motivational incentives provided by the management ensured: that the staff brought out their best, job satisfaction by the staff, and improved productivity of workers. Staff training helped to improve the ministry for her future personnel needs, provided new basic knowledge and skills for employees, it helped them to actively participate in decision making. However, the training programmes provided by the management did not prepared employees with both new and old skills to meet the present and changing job requirement

Recommendations

The management should try to send their staff on both short and long-haul trainings to empower them with proficient skills that are recent with technological advancement to the employees.

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