



## ABSTRACT

This study attempts to examine the nature of personnel management practice in NTA, Benin and how it is perceived to affect staff welfare and efficiency. The study population consists of 258 employees stratified into top management, senior management, middle management and junior management staff. Simple random sampling was used to select a sample size of seventy (70) across the various strata. The instrument of data collection was a set of structured questionnaire. Responses were

# APPRAISAL OF PERSONNEL MANAGEMENT PRACTICE (A Case Study of Nigeria Television Authority, Benin City)

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## Introduction

In recent years the activities and effectiveness of personnel management have increased tremendously and become well-articulated in different forms. This has been due to an increase in the number of organization in Nigeria since independence in 1960. Both the public and private organizations has made effort to embark on planned economy that can lead to economic and individual development. Unfortunately, this has been disturbed by the lack of potential man power which resulted from large size and number of labour force. Dorley, R. (1962).

There is therefore, the need to motivate and train workers in order to perform effectively and achieve the organization goals.

Personnel management reform is one of the fastest growing profession in the world. This is particularly so because the function of the personnel directors is constantly growing, giving added importance to the man who occupied the position.

Personnel management as a specialized function is new in Nigeria. The development arose from the transformation of the subsistence system of the economy and the growth of commercial organization that resulted into wage employment in the 19<sup>th</sup> century. Personnel management is the part of management which is concerned with people rather than



*analyzed by means of simple percentage computation. The finding suggests that existing personnel management practice improves staff efficiency. The study recommends among other things, that there is need to put more emphasis on non-salary aspect of welfare management in the organization.*

materials. It is the effective and efficient utilization of human resources to accomplish the predetermined objectives of a company. Flippo, E.B. (1984).

Prior to 1995, the function of the personnel officer in Nigeria was mainly concerned with record keeping for expatriate companies who owned or managed most of their effort in providing service for hourly employees. Today, the emphasis has shifted to wage and salaries administration for white collar employees. The job has expanded to include such function as labour relations, personnel research, and health safety administration.

#### **STATEMENT OF THE PROBLEM**

The research work aims at appraising the problem facing the workers in course of their duties. It will also be looking at problem of NTA and the employee's relationship. The research is also into the reason why the management and employees sometimes fail in achieving the organizational goals and their attempt to solve the problems.

#### **OBJECTIVE OF THE STUDY**

Generally, the study aims at carrying out the appraisal of personnel management impact practiced by Nigeria Television Authority. The major purpose of this research work is to undertake detailed analysis on personnel management effectiveness, efficiency and importance. The analysis will be conducted as it relates to the Nigeria Television Authority with a view to determining the function and treatment given to employees.

Also, the study will look into the role and importance of personnel management in Nigeria Television Authority and also analyze the interaction that exist between the management and the employees.

#### **RESEARCH QUESTIONS**

To throw light on the problem under study, attempt shall be made to answer the following research questions.

1. Does existing personnel management policy enhance the welfare of workers of NTA?
2. Does the organization improve operational performance through personnel management strategy?
3. How does personnel management policy and management decision making in NTA

#### **STATEMENT OF HYPOTHESES**

The following are the statement of hypotheses gotten from the research work:

1. **Ho** The existing personnel management policy enhances the welfare of workers of NTA.  
**Hi:** The existing personnel management policy does not enhance the welfare of workers of NTA.



2. **Ho:** The organization improves operational performance through personnel management strategy  
**Hi:** The organization does not improve operational performance through personnel management strategy
3. **Ho:** Personnel management policy and management decision making in NTA is a means of appraisal.  
**Hi:** Personnel management policy and management decision making in NTA is not a means of appraisal.

### **DEFINITION OF TERMS**

**ORGANIZATION:** This can be defined as the pattern of way in which a large number of people of great size to have intimate face to face contact enjoined in a complexity of task relate themselves to each other in the conscious, systematic establishment and accomplishment of mutually agreed purpose.

**PERFORMANCE APPRAISAL:** Cuts across all human endeavours thus teachers evaluate the performance of students, bankers evaluated the performance of customers, parents evaluated the behavior of children, and all of us consciously or unconsciously evaluated our own actions terms of our achievement financially, academically, socially, materially and spiritually.

**PERSONNEL MANAGEMENT:** Is the process of management that is concerned with the administration of relationship between company or organization and the employees. It involves the maintenance of human relationship and ensuring the physical well being of the organization which they are an integral part.

**PERFORMANCE:** Is defined as the degree of accomplishment of the tasks that make up an individual's job. It indicates how well an individual is fulfilling his jobs demands.

Performance is always measured in terms of result. A student for example, may exert a great dealing effort while preparing for the examination but may manage to get a poor grade. In this case, the effort expended is high but performance is low.

### **LITERATURE REVIEW**

#### **HISTORICAL BACKGROUND**

The opinion of personnel management has been traced to the period since the Second World War when it became difficult for large organization to recruit labour on the basis of old methods, and the consequent ascension to limelight of personnel practitioners, and the adoption of a more systematic fashion in securing personnel from the labour market. Since the advent in organization, personnel specialists were noted first in the private industry and later in the public sector of the economy. They have however become prominent in large and complex public sector organization in recent years. It is therefore not uncommon and find distinct government department in various nations-either at central regional, provincial or local levels to be charges specifically with labour related matters. For instance, there exist in the UK the Department and in Nigeria the Federal Civil Service Commission. Personnel management and personnel as specialized occupations have no doubt assumed international perspective and have received international



acceptance. Even though practice may slightly vary, it is certain that the focus of attention is the resources.

It has been noted by Heller (1961) that the size and complexity of modern forms lead inevitably to the philosophy of personnel management becomes a set of routine function. Viewed as an organizational function and as a central strategy of the firm, personnel management takes on challenging and dynamic quality. The fact that personnel and human relations problems are continuous and under constant change require not only talented professional experts, but also a central overarching strategy for the firm.

### **DEFINITIONS AND THEORIES OF PERSONNEL MANAGEMENT**

The definition of personnel management are as many as there are experts in the field. Dorley (1962) defined personnel management as a code of the ways of organizing and treating individual at work so that they will each get the greatest possible realization of their intrinsic abilities thus attaining maximum efficiency for themselves and their groups and thereby giving to the organization of which they are a part its determining competitive advantage and its optimum result.

According to Frank (1974), human resources or personnel management is a series of activities in which the job, the individual and the organization are all interested as each develop and changes.

He further identifies two major activities within the human resources are. The first is concerned with the recruitment, selection, placement, compensation and appraisal of the human resources. These groups are those directed towards working with the existing human resources in order to improve their efficiency and management development.

Similarly, Flippo (1984) defined personnel management as the planning, organizing, directing and controlling of the procurement, development, compensation, integration, maintenance and separation of human resources to the end that individual, organization and societal objectives are accomplished.

Schoen and Gant (1994) postulated that personnel management focuses upon planning, organizing, staffing, directing and coordinating the activities of the human resources.

The personnel working organization consist of these management functions and activities related to the acquisition, development and maintenance of human resources in a working organization.

Successful personnel management implies that these function activities integrate the efforts of people with the resources of an organization in such a manner that the objectives of the company, the goals of individual workers and the goals of society at large are all attained in the highest degree compactable with the work situation.

Also, Dun and Stephen (1972) opined that personnel management is the process of attracting, holding and motivating people including all managers, line and staff. According to French, personnel management is the recruitment, selection, development, utilization of and accommodation of human resources by organization.

Meyers and Meyers view personnel management as a line management responsibility but a staff function. Projecting a working principle they argue that since management aims at getting effective results with people, personnel management is a basis management



responsibility permeating all levels of management in any organization with the Chief Executive as arrow head.

Another definition of personnel management is concerned with obtaining the best possible staff of an organization and having got them, looking after them so that they will want to stay and given jobs. From these definition, it is known that the prime task of personnel management is to recruit people of suitable caliber required to meet organization need getting them would not be enough, condition have to be created which would make them stay on the and cope with demand of the job.

#### **RECRUITMENT IN NIGERIAN TELEVISION AUTHORITY**

Employment in the authority is sometimes made by placing advert in the newspaper or through public announcement on various Nigerian Television Authority Stations. All appointment in the authority are normally made subject to the applicant being certified physically and mentally fit for the employment after a medical examination by a medical practitioner designated or appointed by the authority is on a full time basis. No member of staff is allowed to engage in any other gainful business or employment without the authority's prior permission in writing.

All appointment to established posts is subjects to one year probation period. Also, to be eligible for confirmation there must be a written report by the supervisor that employee is suitable to hold the post.

The confirmation of an employee's appointment may be deterred for a cause, for a maximum period of six months, after which his appointment shall be terminated if he fails without adequate reason to give efficient and satisfactory service. A staff on assumption of duty provided that he is not recruited from the town or locality of his station or no transfer at the instance of the authority shall be entitled to a settlement grant of three months basis salary in lieu of hotel accommodation.

Where a staff is deployed from one location to the other, the headquarter are responsible for the transportation of the officer and his family to the new station.

The standard working week and actual times of work may be as notified by the authority from time to time. In view of the (NTA) in national integration, senior staff position among states of federation without necessarily compromising merit. Recruitment of junior staff, particularly the unskilled, is as far as possible be based on catchment area principle.

#### **POWER PROCEDURE FOR APPOINTMENT**

- (a) Appointments to the post of general manager or equivalent and above are made by the board of authority.
- (b). Appointment to the post of principal and chiefs are made by the board of management.
- (c). Appointment to the posts of the seniors are made by the executive directors.
- (d). In case of stations (production centers) appointments of operations and trainees are made by the management of the stations.
- (e). Temporary appointment shall not exceed six months with the persons so appointed shall be requires to appear before an appointing authority for



absorption into permanent establishing or dispensation of the temporary appointment as the case may be.

- (f). Temporary appointments are against vacancies in the established posts and persons appointed shall process the minimum qualification for which they are appointment.
- (g). Exceptionally, a person who does not process the preserved minimum qualification but who has proved natural experience may be appointed on a temporary basis form one year in the first instance at the end of which he will be examined for permanent absorptions.

#### **ELIGIBILITY**

To be eligible for appointment, a candidate must:

- (a) Be at least 18 years of age at the time of application.
- (b) Complete the authority's application forms.
- (c) Posses such minimum educational qualifications for a particular post or experience as prescribed and or acknowledge natural proven talent. And additional requirement the authority may prescribe from time to time
- (d) Be certified as physically and mentally fit by a medical practitioner approved by the authority.
- (e) Produce, if required by the authority, written one of not being bonded by any employer or release from such bond.
- (f) Declare any previous conviction by a court of law.
- (g) Produce birth certificate or declaration of age.

#### **VALIDITY OF APPOINTMENT**

The letter of appointment is a standard document used for all grade and categories of employment and shall contain the following essential information.

- (a). Title of the job offered
- (b). Salary (basic) and fringe benefit
- (c). Place of work
- (d). Probation period, confirmation and pension right if applicable.
- (e). Any obligation on the part of the candidate of which failure of fulfill would nullify the offer.
- (f). Date of assumption of duty and expiration of the offer.
- (g). Application of Nigeria television authority (NTA) rules and regulation throughout the period to be stated.

#### **STAFF DEVELOPMENT AND TRAINING IN NIGERIA TELEVISION AUTHORITY**

According to Dorley, training is not something that is to new employees. It is used continuously in every well run establishment. Every time you get to do the work the way you want it done, you are training. Every time gives dissection or discusses a procedure you are training.

Before an employee can perform his tasks, he needs to undergo some training and master the special technology used by the organization. The Nigeria Television (NTA) has one



training school called T.V college, it is situated in Jos sometimes according to his assistant management (Personnel) at NTA channel 10, e' Mr. Segun Folarin "they do train their staff at the federal radio corporation of Nigeria training college" at the beginning of every year, the TV college do send their case list for the year to the various NTA station for them to nominate and send staff that require training at the appropriate time, there is a short from given to the staff to fill when they are given. Most of the courses are short term course, between three (3) and six (6) months but they do run one year diploma course in TV production, TV engineering and TV journalists, the TV college is headed by a principal who is equivalent to an assistance director or general manager.

The authority allows all staff as must freedom as possible to undertake outside activities as long as the legitimate interest are not prejudiced the image of the authority and improve performance of the staff.

### **COMPENSATION IN THE PUBLIC SERVICE**

According to the Onosode Commission of 1982,

*"Compensation should be seen as a total package of wages/salaries, allowances and other fringe benefits the background of the devices for measuring and rewarding high productivity and the sanction which are applied when performance falls below expectation".*

Wages administration is systematic procedure for establishing a sound compensation structure. By reducing inabilities among employee earning, a good wage administration programme increases individual morale and reduces inter-group friction.

It also sets wages high enough to permit the organization to recruit satisfactory employee grievances and enable management to exercise centralized control over the largest item cost-wage and salaries.

Truda (2004) argued that a sound a sound compensation plan must be established in a systematic way with power proper attention to the prevailing levels of pay in the community with proper attention to the prevailing levels of in the community with proper regard for the relative worth of the various kinds of positions, on the basis of accurate, current information as to the kinds and levels of work performed by each employee, and in manner that provides consistence and fair treatment of all employees free from favoritism, partiality or discrimination for improper reason.

In the past, pay determination in the public service has always been made specially appointed salary and wage commissions. Within the past three decades, there have been at least seven such bodies of all these commissions. The one that has the most profound in the past on salary administration is that of Ugorji commission introduced the Unified Grading and Salary Structure (UGSS). The unified grading and salary structure had two major objectives:

- (a). To establishing a broad uniformity in the grading and pay of all public service.
- (b). Install a system of grading whereby groups of jobs were ranked on the basis of relative difficulty and responsibility. Under a system of job elevation, that was comprehensive to the public and especially to public servants.



Presently, Labour Union are justifiably agitated for what is called a national minimum wage policy. Consequently, government has uncontinuous basis used wages commission and other enactment to fix minimum wages for government workers throughout the country. This act not only humanitarian, but service are a show of national concern for all successful productive effort of the employees. Recently, there is another agitation by the labour union to pressuring the government to increase the minimum salary from three thousand naira (3,000) to fifteen thousand naira (15,000).

However, care must be taken in fixing this wages bringing into focus all related variables and all those contributions to its successful implementation will be of great value. Minimum wages should serve as a stating point, but industries which can pay more should not be intimidated from doing so.

#### **REWARD AND SALARY STRUCTURE OF NIGERIA TELEVISION AUTHORITY**

Salary increment in the organization may be awarded annually subject to the description to the authority and on the basis of assessment of the employees performance and conduct during the preceding year. A member of staff who is promoted will normally enter a grade level to which he is promoted at the minimum. But if his substantive salary prior to promotion higher than the minimum of the promotion grade level, he shall be appointed at a level which will not be less than one full increment than the formal grade. All permanent employees of the authority who are not in the pay roll as at 31<sup>st</sup> December each year, and have rendered satisfactory service during the year may be entitled to annual bonus of one month basic salary or on pro-rate basis for period of service less than one year. Decision to pay bonus will formally be taken by the board of management on the basis of the financial performance of the authority in the relevant year. A staff that has any form of disciplinary action against him during the relevant period will not be entitled to annual bonus.

#### **GOVERNMENT'S INFLUENCE ON EMPLOYEE COMPENSATION**

Much of the perennial controversy in the political economy has traditionally revolved around the issue of equity and justice in workers compensation. The disarray of wages and compensation theory dates back to Adams Smith's labour theory of value kept by contribution of Malthus, Richards, Karl Marx and their followers. Public interest in, and government influence on employee compensation derive from the inherent implication for distributive justice and equity.

In the light of this, government regulation involving the imposition of control on the payment of wages and salaries and other employees benefit has direct consequence for personal management, less direct but nevertheless influential deriving pressure from the government action also affect certain other aspect of total compensation in every organization, all level of staff are integrally involved in the total compensation programme to affect every of his income and indirectly his ability to meet status esteem and self-fulfillment needs. A worker decided to join an organization because of the reward the organization promises to give for these services.



### **SALARY RELATIONSHIP BETWEEN THE PUBLIC AND PRIVATE SECTOR**

A private system of pay relationship between the private and public sectors tends to lessen the competitive attention for skilled human resource and thus insuring at least to some degree an adequate sharing of such resources vitally important for manifestation of goals and objectives established for both sector. In so many countries, the public seen to relentlessly close attention to the level of public service pay, and the level of other major non-pay element of compensation from those responsible for pay policy and pay administration, all of which certain point out of the issue of pay relationship as between sectors as being a vital tool at the disposal of the policy maker and, compensation experts, in helping to install a general confidence in the eyes of the public in the pay processes of the public service of its country.

### **FACTORS THAT HAVE CONTRIBUTED TO THE GROWTH OF PERSONNEL MANAGEMENT PROFESSION IN NIGERIA**

Many factors have contributed to the growth of personnel profession in Nigeria. Some of the major factors include the following:

(i). firstly, most of the employees do not possess the necessary skill and so they need to be trained and develop in order to put in their very best efforts, about the need for developing employees in Nigeria, the National Manpower Board Observed: “Nigeria is short of trained and experienced high level manpower, a sizeable proportion of those appointed to universities, colleges and technical institutions. The great majority of them have no training whatsoever in management functions”.

The need for manpower development necessitates the need for personnel managers and consequently the rapid growth of the profession.

(ii). The Nigerian labour force is relatively young and brings to the job of all the problems associated with youthful generation. Cases of the indiscipline abound, labour turn over rate is very high in many establishments especially among university and college graduates.

(iii). Another major factor that has promoted the growth of personnel profession in Nigeria is the activities of Nigeria government. Over the years, the Federal Government has passes many laws and decrees governing the relationship between the employers and employees.

Some of those laws were aimed at promoting the relationship between union and management. Some of these laws contain penalties for non-compliance with the passage of these laws, the need for personnel offices especially in every large and medium size organizations because of imperative.

(iv). Environmental factors is another that contribute to the growth of personnel management profession in Nigeria. The Nigeria constitution demands that all employment should reflect Federal Character of the country. The provision is also carried out in the states to ensure that employment in the civil service and state corporation reflect the character of the state. This makes the employment of the personnel professionals ensure that proper recruitment is done in order to attract applicants.



- (v). Also, the increase in number and size of the organization in Nigeria has promoted the growth of the personnel management profession in Nigeria. The desire of the country to industrialize brought the establishment of the large-scale industries necessitating the employment of a large number of employees.
- (vi). The role of institute of personnel management is another factor that has contributed to the growth of personnel profession in Nigeria. It is organized annual conference seminars and lecturers when all practitioners have the opportunity to compare rates and update their knowledge.
- (vii). The government has some responsibility that the incumbents of such non-market jobs secure equitable treatment compared to those whose rates are market determined. The government also has another objective; it must ensure an adequate long-term supply of personnel required to man jobs, which are particular to the public services. This need reinforces the case for comfortable and equitable pay treatment.

Be that as it may in terms of the degree of relationship which ought to exist between salaries in the public services and private sector, the importance and therefore the value in addition to the cost of major non-salary items remains a prime interest and increasingly so, cannot as rule be ignored.

#### Methodology

##### **SOURCE OF DATA**

To carry out this research work properly, the primary data will be used that is questionnaire and personal interview. The secondary data will be obtained from textbooks, articles and journals.etc The sampling method that was used is stratified random sampling method and sample size will be seventy (70). This is the venue to present and analyze the finding of the research work in the form of scale level types of questions. Research population refer to a set of all possible case of interest in a given research work. The population comprises of the employee of Nigeria Television Authority and management of Nigeria Television Authority.

The questionnaire is the major research instrument for this study and it was design to elicit the much needed data from the respondents. It was designed in two sections.

**Section A:** Relates to the questions about the biographical data of the respondents in terms of age, sex, marital status, qualification etc.

**Section B:** Deals with questions about the subject matter of the study. The questionnaire comprise of multi-choice and open questions, oral interview is another instrument used in this study and afforded the research to ask more probing questions in the oral that the respondent fail to give satisfactory answer to the questions.

The data collection instrument which is the questionnaire was administered to the chosen sample in a random manner without any bias. A total of seventy (70) questionnaires were to be filled by the respondents. However, forty (50) were completely filled and returned.



## **DATA PRESENTATION, ANALYSIS AND INTERPRETATION**

### **DATA PRESENTATION**

This section deals with the classification and analysis of the data collected from survey research, covering questionnaire used to collected primary data for this study contain some question and it is divided into two section.

Section A of the questionnaire sought to obtained personal information about the respondent. Variable examined here include, sex, age, group, marital status, educational qualification, status and number of years already spend.

Section B of the questionnaire asked questions pertaining the level of organizational performance through the appraisal of personnel management in Nigerian Television Authority (NTA).

The questions are contained in question 7 – 12 in the questionnaire. In the questions, respondents were required to indicate the level of agreement by ticking or answering “Yes” or “No”, “True” or “False” improving no change, abuse etc.

The seventy (70) questionnaires that were distributed to members of staff in organization fifty (50) were duly collected. Whatever result arrive at are based on these forty questionnaire that were collected from them.

### **DATA ANALYSIS**

**Table 1: Sex Distribution of Respondents**

Sex	No. of Respondents	Percentage (%)
Male	34	85
Female	16	15
Total	50	100

*Source: Field Survey, 2012.*

From the table above, 34 respondents representing 85% are male while 16 respondents representing 15% are female in the Nigerian Television Authority (NTA).

**Table 2: Age Distribution**

Responses	No. of Respondents	Percentage (%)
Below 25	6	15
26 – 39	24	55
40 – 59	10	20
60 above	8	10
Total	50	100

*Source: Field Survey, 2012.*

From the table above, it can be seen that 6 respondents representing 15% are below 25 years, 24 respondents representing 55% are 26 – 39 years, 10 respondents representing 20% are 40 – 59 years while 8 respondents representing 10% are 60 years above.



**Table 3: Marital status**

Options	No. of Respondents	Percentage (%)
Married	32	70
Single	18	30
Total	50	100

Source: Field Survey, 2012.

From the above table, it can be seen that 32 respondents representing 70% are married while 18 respondents representing 30% are single.

**Table 4: Education Qualifications**

Options	No. of Respondents	Percentage (%)
Primary six	6	7.5
School cert.	10	25
ND/NCE	8	20
B.Sc/HND	20	37.5
Professional	6	10
Total	50	100

Source: Field Survey, 2012.

From the table above, it can be seen that 6 respondents representing 7.5% have primary six certificate, 10 respondents representing 25% have school cert., 8 respondents representing 20% have ND/NCE, 20 respondents representing 37.5% have B.Sc/HND while 6 respondents representing 10% have other professional qualifications.

**Table 5: Family Sizes**

Size	No. of Respondents	Percentage (%)
Below 4	16	30
4 and above	8	15
None	26	55
Total	50	100

Source: Field Survey, 2012.

The above table shows that 16 respondents representing 30% have a family size which is below 4, 8 respondents representing 15% have family size of 4 and above while 26 respondents representing 55% have none (they are not yet married).

**Table 6: Length of Service Respondents**

Length	No. of Respondents	Percentage (%)
One year	5	7.5
Two years	7	12.5
Three years	4	5.0
Five years	10	20.0



<b>Six years above</b>	24	55.0
<b>Total</b>	<b>50</b>	<b>100</b>

*Source: Field Survey, 2012.*

From the above table, it can be seen that majority of the respondents have been working with the organization for over six years. This is shown by 24 respondents representing 55%.

**Table 7: Opinion about rate of development**

<b>Options</b>	<b>No. of Respondents</b>	<b>Percentage (%)</b>
<b>Improving</b>	22	45
<b>No change</b>	14	30
<b>Absurd</b>	12	25
<b>Total</b>	<b>50</b>	<b>100</b>

*Source: Field Survey, 2012.*

The table above shows that the rate of personnel management is improving; that is 22 respondents representing 45% are improving, 14 respondents representing 30% don't have change while 12 respondents representing 25% are absurd.

**Table 8: Effect of Lack of Effective Personnel Management**

<b>Option</b>	<b>No. of Respondents</b>	<b>Percentage (%)</b>
<b>Retarding</b>	36	90
<b>No effect</b>	14	10
<b>Total</b>	<b>50</b>	<b>100</b>

*Source: Field Survey, 2012.*

From the above table, it can be seen that 36 respondents representing 90% are retarding in regard to effect of lack of effective personnel management while 14 respondents representing 10% have no effect.

**Table 9: Perceived effect of Training and Development on Skill and Knowledge**

<b>Option</b>	<b>No. of Respondents</b>	<b>Percentage (%)</b>
<b>Yes</b>	36	90
<b>No</b>	14	10
<b>Total</b>	<b>50</b>	<b>100</b>

*Source: Field Survey, 2012.*

This clearly shows that the respondents believe that training and development aids workers to improve on their efficiency and knowledge, that is, 36 respondents representing 90% said yes while 14 respondents representing 10% said no.



**Table 10: Role of Government in Labour Employment**

Option	No. of Respondents	Percentage (%)
Major role	36	80
Minor role	14	20
Total	50	100

Source: Field Survey, 2012.

From the above table, it can be seen that 36 respondents representing 80% play major role in government labour employment while 14 respondents representing 20% play minor role.

### TEST OF HYPOTHESES

#### HYPOTHESIS I

**Ho:** The existing personnel management policy enhances the welfare of workers of NTA.

**Hi:** The existing personnel management policy does not enhance the welfare of workers of NTA.

Responses	Yes		No	
	O	E	O	E
Strongly	10	9.18	1	7.82
Fairly	10	13.5	15	11.5
Weakly	1	4.32	7	3.68

$$X^2 = \frac{\sum(F_o - F_e)^2}{F_e}$$

Fe =  $\frac{\text{Row Total} \times \text{Column Total}}{\text{Ground Total}}$

$$\begin{aligned}
 \text{Fe for 16:} &= \frac{27 \times 17}{50} = 9.18 \\
 \text{Fe for 1:} &= \frac{23 \times 17}{50} = 7.82 \\
 \text{Fe for 10:} &= \frac{27 \times 25}{50} = 13.5 \\
 \text{Fe for 15:} &= \frac{23 \times 25}{50} = 11.5 \\
 \text{Fe for 1:} &= \frac{27 \times 8}{50} = 4.32 \\
 \text{Fe for 7:} &= \frac{23 \times 8}{50} = 3.68 \\
 X^2 &= \frac{(16 - 9.18)^2}{9.18} + \frac{(10 - 13.5)^2}{13.5} + \frac{(1 - 4.32)^2}{4.32} + \frac{(1 - 7.82)^2}{7.82} + \\
 &\quad \frac{(15 - 11.5)^2}{11.5} + \frac{(17 - 3.68)^2}{3.68}
 \end{aligned}$$



$$\begin{aligned}
 X^2 &= 5.067 + 0.907 + 2.552 + 5.948 + 1.065 + 48.213 \\
 X^2 &= 63.752 \\
 \text{Level of significance} &= 0.05 \\
 \text{Degree of freedom (Df)} &= (c - 1)(r - 1) \\
 &= (3 - 1)(2 - 1) \\
 &= 2 \\
 X^2 = \text{calculated value} &= 63.752 \\
 X^2 = \text{table value} &= 5.99
 \end{aligned}$$

**Decision:** Since computed value is greater than table value, we reject the null hypothesis and accept the alternative, which states that the existing personnel management policy enhances the welfare of workers of NTA.

**HYPOTHESIS II**

**Ho:** The organization improves operational performance through personnel management strategy.

**Hi:** The organization does not improve operational performance through personnel management strategy

Responses	Yes		No	
	O	E	O	E
<b>Strongly</b>	11	11.34	16	15.66
<b>Fairly</b>	5	5.04	7	6.96
<b>Weakly</b>	5	4.62	6	1.38

$$X^2 = \frac{\sum(Fo - Fe)^2}{Fe}$$

Fe = Row Total x Column Total  
 Ground Total

$$\begin{aligned}
 \text{Fe for 11:} &= \frac{21 \times 27}{50} = 11.34 \\
 \text{Fe for 16:} &= \frac{29 \times 27}{50} = 15.66 \\
 \text{Fe for 5:} &= \frac{21 \times 12}{50} = 5.04 \\
 \text{Fe for 7:} &= \frac{29 \times 12}{50} = 6.96 \\
 \text{Fe for 5:} &= \frac{21 \times 11}{50} = 4.62 \\
 \text{Fe for 7:} &= \frac{29 \times 11}{50} = 6.38 \\
 X^2 &= \frac{(11 - 11.34)^2}{11.34} + \frac{(16 - 15.66)^2}{15.66} + \frac{(5 - 5.04)^2}{5.04} + \frac{(7 - 6.96)^2}{6.96} + \\
 &\quad \frac{(5 - 4.62)^2}{4.62} + \frac{(6 - 6.38)^2}{6.38}
 \end{aligned}$$



$$X^2 = 0.0101 + 0.000317 + 0.03126 + 0.00738 + 0.00023 + 48.213$$

$$X^2 = 0.0723$$

Level of significance = 0.05

Degree of freedom (Df) =  $(c - 1)(r - 1)$   
 =  $(3 - 1)(2 - 1)$   
 = 2

$X^2 = \text{calculated value} = 0.0723$   
 $X^2 = \text{table value} = 5.99$

**Decision:** Accept the null hypothesis which states that the organization improves operational performance through personnel management strategy.

**HYPOTHESIS III**

**Ho:** Personnel management policy and management decision making in NTA is a means of appraisal.

**Hi:** Personnel management policy and management decision making in NTA is not a means of appraisal.

Responses	Yes		No	
	O	E	O	E
<b>Strongly</b>	20	12.6	1	8.4
<b>Fairly</b>	8	10.2	9	6.8
<b>Weakly</b>	2	7.2	10	4.8

$$X^2 = \frac{\sum(F_o - F_e)^2}{F_e}$$

Fe =  $\frac{\text{Row Total} \times \text{Column Total}}{\text{Ground Total}}$

Fe for 20: =  $\frac{30 \times 21}{50} = 12.6$

Fe for 1: =  $\frac{20 \times 21}{50} = 8.4$

Fe for 8: =  $\frac{30 \times 17}{50} = 10.2$

Fe for 9: =  $\frac{20 \times 17}{50} = 6.8$

Fe for 2: =  $\frac{30 \times 12}{50} = 7.2$

Fe for 10: =  $\frac{20 \times 12}{50} = 4.8$

$$X^2 = \frac{(20 - 12.6)^2}{12.6} + \frac{(1 - 8.4)^2}{8.4} + \frac{(8 - 10.2)^2}{10.2} + \frac{(7 - 6.8)^2}{6.8} + \frac{(2 - 7.2)^2}{7.2} + \frac{(10 - 4.8)^2}{4.8}$$

$$X^2 = 4.34 + 6.51 + 0.47 + 0.71 + 3.75 + 5.63$$



$$\begin{aligned} X^2 &= 21.41 \\ \text{Level of significance} &= 0.05 \\ \text{Degree of freedom (Df)} &= (c - 1)(r - 1) \\ &= (3 - 1)(2 - 1) \\ &= 2 \\ X^2 = \text{calculated value} &= 21.41 \\ X^2 = \text{table value} &= 5.99 \end{aligned}$$

**Decision:** Since the computed value is greater than the table value we reject the null hypothesis and accept the alternative which states that personnel management policy and management decision making in NTA is a means of appraisal.

## **SUMMARY, CONCLUSION AND RECOMMENDATIONS**

### **SUMMARY**

The study has shown that without adequate training and development in an organization, the worker will not improve also, lack of experience, skill and knowledge of employee will not help to achieve their vital aim in time.

Though, one can contend that all personnel managers are involved in organization, directing and controlling activities, it does not follow that the content of these four elements are identifiable in all situation. Its specific nature is contingent upon a number of major factors that also vary from situation to situation, the outer environment, objective, technology, structure and management approaches.

The government has some responsibility to ensure that the incumbents of such non-market jobs recurred equitable treatment compared to those whose rate are market determined. The government also has another objective. It must ensure an adequate long term supply of personnel required to man jobs which are peculiar to the public service. This need reinforces the case for comparable and equitable treatment.

Be that as it may, in terms of degree of relationship which ought to exist between salaries in the public service and the private sector, the importance and therefore the value in addition to the cost of major non-salary terms remain a prime interest and increasingly cannot as a role be ignored.

### **CONCLUSION**

This study shows that majority of the respondents are in support of the role played by the personnel management in organization like Nigeria Television Authority (NTA). The analysis also shows that the performance of the organization is determined by the personnel management that is properly planned.

The core responsibility areas for personnel management are acquisition, development, motivation and maintenance of organizational personnel which has been taken up by the government of Nigeria Television Authority (NTA) despite the obvious constraints and differences in practices between the public and private sectors, the managers in the two sectors have a common concern and a desire to achieve results. For the public sector practitioner to successfully confront the challenges of modern human relationship management and gain competitive advantage, they must develop strategies, policies and practices with the private sector. These challenges find expression in transforming the



work environment and repositioning the human factor for greater efficiency and effectiveness in the attainment of organizational goals and as well as actualizing employee's desire for self fulfillment.

### **RECOMMENDATIONS**

Having examined the extent to which effective personnel management could be used in achieving goals in an organization, the following recommendations are hereby made:

- i. Adequate training and development should be given to personnel generally in order to achieve desired goals.
- ii. There is need to adequately motivate workers in order to improve workers efficiencies.
- iii. Promotion should be based on acceptance principles of experience, qualification, training and performance at interviews and relevant examination.

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