



Research Paper

Employees' Service Delivery Programmes for Enhanced Productivity: Nigerian National Petroleum Corporation Limited, Abuja, 2015- 2022.

Prof. L. E. B. Igwe¹, Dr. C. A. Akujuru² and JAMABO, Ozhioma Oluchukwu Kubie³

Department of Political Science, Faculty of Social Sciences, Rivers State University, Nkpolu Oroworukwo, Port Harcourt.

Corresponding Author: *Ozhioma Oluchukwu Kubie*³

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ABSTRACT:

The study investigated Employees' Service Delivery Programmes for Enhanced Productivity: Nigerian National Petroleum Corporation Limited, Abuja, 2015- 2022. Four research objectives, four research questions and four research hypotheses guided the study. Theoretically, the study adopted the vroom expectancy theory. The study adopted a descriptive survey design. A sample size of 269 representing 32% was drawn from a total population of 818 staff using Taro Yamani sampling technique. A 20 item validated instrument titled Employees' Service Delivery Programmes for Enhanced Productivity: a study of Nigerian National Petroleum Corporation Limited, Abuja, 2015- 2022 whose reliability index was established at 0.75 significance level facilitated the data generation. The research questions were answered using percentage, mean and standard deviation, while the hypotheses were tested at 0.05 significant level using chi -square statistics. The findings revealed that the existing employees' service delivery programmes in NNPC Limited, Abuja were highly effective, as evidenced by a significant increase in employees' job satisfaction rates and retention rates following its implementation, and that there is a positive correlation between employees' morale, job satisfaction, and productivity within NNPC Limited, Abuja, indicating that employees who reported higher morale and job satisfaction also demonstrated increased productivity levels. The study concluded that employees' training programmes have significant impact on their performance. Therefore, it was recommended that public services in Nigeria should prioritize the implementation of comprehensive employee service programmes similar to NNPC Limited'. These programmes should focus on providing adequate support, resources, and incentives to employees, fostering a positive work environment, and enhancing overall job satisfaction and productivity. Also recognizing the positive correlation between employees' morale, job satisfaction, and productivity, public services should invest in initiatives aimed at boosting morale and satisfaction levels among employees. This should include regular recognition and rewards, opportunities for career advancement, and creating a supportive work culture. The study contributes to knowledge by providing actionable insights into enhancing employees' satisfaction, productivity, and organizational effectiveness within public services in Nigeria.

Keywords: *Employees' Service Delivery Programmes, Employee Productivity, Job Satisfaction, Employee Morale, Stress Management, Training and Skill Development*

I. INTRODUCTION

The Nigerian public sector stands as a cornerstone of the nation's governance and service delivery system, providing essential services to millions of citizens across the diverse landscape of this West African nation (Onu, 2018). However, a persistent and vexing issue that has plagued the Nigerian public sector for many years is the pervasive problem of employee under-productivity (Idris, 2019). The underperformance of public sector workers has far-reaching implications that ripple through the very fabric of Nigerian society (Onu, 2018). A multitude of factors contribute to this issue, but one critical link in the chain is the inadequacy of employees' packages and programmes (Adama, 2020). This insufficiency often leaves public sector workers disheartened and unmotivated, ultimately diminishing their productivity and, in turn, the quality of services they provide (Adama, 2020). In a country as vast and complex as Nigeria, where the public sector plays a pivotal role in delivering services such as healthcare, education, infrastructure development, and law enforcement, the efficacy of public servants is of paramount importance (Ogunsanmi & Obasan, 2019). Addressing these issues in an era marked by rapid technological advancements, evolving workplace dynamics, and a growing emphasis on employees' well-being, Employees' Service Programmes have emerged as an important component in the modern organizational landscape. These programmes, also known as Employees' Assistance Programmes or Employee Support Programmes, serve as a testament to the ever-expanding understanding of the symbiotic

relationship between an organization's success and the well-being of its workforce (Perry, 2019). Employees' Service Programmes encompass a wide range of initiatives and support mechanisms designed to address the diverse needs and concerns of employees within an organization. These programmes have evolved beyond their traditional roles of addressing workplace issues to become comprehensive platforms that promote the physical, mental, and emotional health of employees. Today, Employees' Service Programmes are recognized as integral tools for enhancing employees' engagement, productivity, and job satisfaction while also fostering a positive workplace culture (Bright, 2015). With the contemporary workforce facing an array of challenges – from the demands of remote work and work-life balance to the ever-increasing stressors of modern life – Employees' Service Programmes have taken on renewed significance in supporting employees and ensuring their well-being (Giauque, 2017). Employees' Service Programmes contribute to the physical and mental well-being of employees. Health and wellness initiatives such as gym memberships, stress management seminars, and mental health support programmes can lead to reduced absenteeism, increased productivity, and a healthier workforce (Stojanovic and Mladenovic 2018). These programmes foster a sense of belonging and engagement among employees. Recognition programmes, for instance, can boost morale and motivation by acknowledging employees' hard work and dedication. Engaged employees tend to be more committed to the organization's mission, which is especially important in public organizations where delivering essential services is a priority. Job satisfaction is critical for employee retention and performance. Employees' service programmes that offer flexible work arrangements, childcare support, and professional development opportunities make employees feel valued and invested in (Akingbade, 2017).

The study through these seven years will reveal a story of progress, impact, and a genuine dedication to nurturing a workplace environment where employees are empowered to thrive, both professionally and personally. The study will shed light on the initiatives that have been introduced, the challenges faced, and the positive transformations that have unfolded within NNPC Limited, Abuja during this significant time frame. It will also highlight the role that these programmes play in promoting employees' satisfaction, loyalty, and productivity within a dynamic and ever-evolving industry. The Nigerian National Petroleum Corporation (NNPC) Limited plays an important role in the economy of Nigeria. The corporation is responsible for the exploration, production, and marketing of petroleum and petroleum products. As a major public service organization, the efficiency and productivity of NNPC Limited employees are crucial for the overall well-being of the nation's economy. However, the performance of public service employees is influenced by various factors, including the effectiveness of the Employees' Service Programme. Despite its significance, there exists a significant gap in understanding the relationship between Employees' Service Programme and employee productivity within public service organizations such as NNPC Limited Abuja. NNPC Limited may be facing issues related to the inefficacy of its existing Employees' Service Programme., employees might not be receiving the necessary training, support, and resources to perform optimally, leading to reduced productivity and job dissatisfaction. Low employee morale and job satisfaction can significantly impact productivity. Economic and political changes, as well as internal restructuring within NNPC Limited, may have had varying impacts on Employees' Service Programmes and employee productivity during this period. Finding a lasting solution to these problems is imperative not only for the well-being of NNPC Limited employees but also for the Nigerian economy, as NNPC Limited plays a key role in its economic stability. Therefore, a comprehensive study of the relationship between Employees' Service Programmes and productivity within NNPC Limited, Abuja is essential for improving both the organization's efficiency and its contribution to the national economy. Here lies the objectives of the study on Employees' service programme in the public sector a study of NNPC Limited, Abuja from 2015-2022.

II. Aim and Objectives of the Study

The aim of the study is to assess the impact of Employees' Service delivery Programmes for enhanced Productivity in Public Service: A Study of NNPC Limited, Abuja from 2015- 2022. Its specific objectives are to:

- i. evaluate the effectiveness of the existing employees' service programmes in NNPC Limited, Abuja.
- ii. investigate the relationship between employees' job satisfaction, and productivity in NNPC Limited, Abuja.
- iii. analyze the extent to which workplace stress burnout affects employees productivity in NNPC Limited, Abuja.
- iv. assess the adequacy of training in skill development programmes provided by NNPC Limited, Abuja.

III. Research Questions

The following research questions have been raised to guide this study:

- i. how effective have the Employees' Service delivery Programmes been in enhancing productivity in NNPC Limited, Abuja?
- ii. what is the relationship between employees' job satisfaction, and productivity in NNPC Limited, Abuja?
- iii. to what extent has workplace stress burnout affected employees' productivity in NNPC Limited, Abuja?
- iv. to what extent have the training skill development programmes enhanced employees' productivity in NNPC Limited, Abuja?

IV. LITERATURE REVIEW

The underpinning theory for this study was anchored on the vroom expectancy theory and the hierarchy of needs theory.

Vroom Expectancy Theory

The study adopted the Vroom Expectancy Theory as its theoretical framework. The theory was developed by Victor Vroom, a renowned psychologist and management theorist, who was born on August 9, 1932, in Montreal, Quebec, Canada. He was best known for his pioneering work in the field of organizational behavior and management, particularly for his development of the Expectancy Theory of motivation. This theory has had a profound and lasting impact on the way organizations understand and manage employee Vroom's most significant contribution to the field of management and organizational behavior came with the development of the Expectancy Theory, which he introduced in his book "Work and Motivation" in 1964. This theory posits that an individual's motivation to perform a task is influenced by three key factors: expectancy (the belief that effort will lead to performance), instrumentality (the belief that performance will lead to desired outcomes), and valence (the value a person places on those outcomes).

Vroom's academic career saw him teaching at prestigious institutions, including McGill University and the Yale School of Management. He conducted extensive research on motivation, leadership, and decision-making, which further solidified his reputation as a leading scholar in the field of management. Victor Vroom's work on the Expectancy Theory gained widespread recognition and had a profound influence on how organizations approached employee motivation and management. His research and theories have been widely studied and cited by scholars and practitioners in the field of management. Vroom continued to be active in his field for many years, publishing numerous books and articles on management and motivation. His work laid the foundation for many subsequent developments in the field of organizational behavior and management. Expectancy Theory remains a central concept in understanding human behavior in the workplace. Throughout his career, Victor Vroom received various honors and awards for his contributions to the field of management and organizational behavior. His work has left an enduring legacy in the realms of motivation, leadership, and decision-making. Victor Vroom's research and theories continue to be relevant and influential in the field of management and organizational behavior. His legacy is evident in the ongoing exploration and application of the Expectancy Theory and its impact on how organizations understand and manage employee motivation.

Hierarchy of Needs Theory

Abraham Maslow was an American psychologist known for his work on human motivation and the development of the hierarchy of needs theory. Abraham Harold Maslow was born on April 1, 1908, in Brooklyn, New York, and passed away on June 8, 1970. He was a prominent figure in the field of psychology and is considered one of the founders of humanistic psychology, which focuses on the study of human potential, self-actualization, and personal growth. Maslow earned his Bachelor's, Master's, and Doctoral degrees in psychology from the University of Wisconsin. He also taught at various universities, including Brooklyn College, Brandeis University, and Columbia University. Maslow's work on motivation and the hierarchy of needs theory has had a significant and lasting impact on psychology, business, and various other fields. Maslow's hierarchy of needs is often depicted as a pyramid with five levels, with each level representing a

different category of human needs. These needs are often depicted in the following order, with the most basic needs at the bottom and more complex needs at the top: These are the most basic human needs, including necessities such as food, water, shelter, and sleep. These needs must be satisfied for an individual to survive. Once physiological needs are met, individuals seek safety and security. This includes physical safety (protection from harm), emotional safety (stability and predictability), and financial security (job security, savings). As people satisfy their physiological and safety needs, they seek social connections and a sense of belonging. This category encompasses the need for friendship, family, intimacy, and a sense of community. After fulfilling lower-level needs, individuals look for self-esteem and the esteem of others. This involves developing self-confidence, self-respect, and achieving a sense of accomplishment. It also includes gaining the respect and recognition of others. At the top of the hierarchy is self-actualization, representing the realization of one's full potential and personal growth. This is a quest for self-fulfillment, creativity, problem-solving, and a deep understanding of one's purpose in life. In some variations of Maslow's theory, a sixth level called "self-transcendence" is added. This level suggests that people may seek to transcend their individual needs by helping others and pursuing higher spiritual or altruistic goals. The hierarchy of needs is often portrayed as a progression, where individuals must satisfy lower-level needs before they can move on to higher-level needs. However, it's important to note that not everyone follows this sequence rigidly, and individuals may prioritize different needs based on their circumstances and personal values. Maslow's theory has been influential in various fields, including psychology, education, management, and self-help, as it provides a framework for understanding human motivation and the factors that drive individuals to reach their full potential.

CONCEPT OF EMPLOYEE

The concept of an employee is a fundamental aspect of the modern workforce and organizational structure. Employees play a crucial role in the functioning of businesses, government agencies, non-profit organizations, and various other institutions. The employment relationship is typically formalized through an employment contract. Various labor laws and regulations govern the employer-employee relationship. These laws vary by country and region but generally address issues such as minimum wage, working hours, overtime, workplace safety, and protection against discrimination (DeCenzo, 2016). Employees may be classified as full-time or part-time based on the number of hours worked per week. Employers are responsible for providing a safe and conducive work environment, fair compensation, and complying with labor laws. They must also ensure that employees receive necessary training and have opportunities for professional development (Milkovich, 2019). The concept of an employee has evolved with the rise of remote work and the gig economy. Remote employees may not work from a traditional office, and gig workers are often hired on a project-by-project basis (Kalleberg, 2018). Organizations are increasingly focusing on employee engagement to enhance productivity and job satisfaction. Engaged employees are emotionally committed to their work, leading to better performance and retention (Saks, 2017). The concept of an employee is dynamic and multifaceted, encompassing legal, social, and economic dimensions. It is influenced by cultural, technological, and economic changes, shaping the nature of work and the employer-employee relationship.

Concept of Employees' Service Delivery Programmes (ESPs)

ESPs offer a diverse range of support services, including but not limited to counseling, wellness initiatives, training and development opportunities, work-life balance programs, and financial planning. These services are designed to address various aspects of an employee's well-being. Confidentiality is a critical feature of ESPs. Employees can seek help and support without fear of judgment or repercussions. Information shared with ESP providers is typically kept confidential, promoting trust and encouraging employees to use the services (Goetzel, 2020). ESPs are easily accessible to all employees. This accessibility can include 24/7 hotlines, online resources, in-person counseling, and other methods that make it convenient for employees to utilize the services when needed (Masi, 2019). Effective ESPs are often tailored to meet the specific needs of the organization and its workforce. Customization ensures that the program aligns with the unique challenges and demographics of the employees (Masi, 2019). ESPs focus on enhancing employee well-being by addressing physical and mental health. Wellness programs, stress management, and activities that promote a healthy lifestyle are common components (Noe, 2017). ESPs may include opportunities for training and skill development. These programs aim to empower employees by enhancing their competencies and abilities, which can result in increased job performance and productivity. Programmes that promote work-life balance are essential characteristics of ESPs. These initiatives recognize the importance of maintaining a harmonious relationship between work and personal life. ESPs require the active support and commitment of the organization. When employers prioritize employee well-being and promote the use of ESPs, employees are more likely to benefit from these programs (Noe, 2017).

Concepts of Productivity

Productivity is a key concept in economics, business, and various fields, measuring the efficiency and effectiveness with which resources are utilized to produce goods, services, or achieve specific goals. Understanding and enhancing productivity is crucial for organizations and economies alike. Productivity is commonly defined as the ratio of output to input. It measures how efficiently resources such as labor, capital, and technology are utilized to produce goods or services. The formula for productivity often takes the form of output per unit of input (Jorgenson, 2022). Organizations use various KPIs to measure productivity, including revenue per employee, units produced per hour, and profit margins. These metrics help assess the efficiency and effectiveness of operations (Marr, 2016). Technological advancements play a significant role in boosting productivity. The adoption of new technologies, automation, and innovative processes can lead to substantial efficiency gains (Brynjolfsson, 2023). The knowledge, skills, and motivation of the workforce are critical contributors to productivity. Investments in employee training, education, and well-being can positively impact overall productivity (Becker, 1993). In manufacturing, productivity gains often result from process improvements, automation, and the implementation of lean manufacturing principles (Womack, 1990). Service industries focus on improving productivity through efficient service delivery, customer satisfaction, and technology integration (Lovelock, 2004). Engaged and motivated employees are more likely to contribute positively to productivity. Strategies for enhancing employee engagement include recognition programs, professional development, and fostering a positive work culture (Harter, 2022).

Concept of Public Service

The concept of public service is a foundational principle in governance and administration, emphasizing the provision of services and benefits to the public by government entities. Public service involves the delivery of essential services, protection of public interests, and the promotion of the common good. This concept has evolved over time, influenced by political, social, and economic factors, and is central to the functioning of democratic societies. The roots of public service can be traced back to classical political thought, with philosophers like Aristotle discussing the idea of the common good and the role of government in serving the public interest. The development of modern public administration in the 19th and 20th centuries further solidified the concept of public service. Scholars like Woodrow Wilson emphasized the need for a professional and efficient public service to address societal challenges (Wilson, W.1887). Public service is guided by the principle of serving the public interest. This involves making decisions and implementing policies that benefit the broader community rather than individual or special interests (Frederickson, 1997). Public service organizations are accountable to the public they serve. Transparency in decision-making processes and the responsible use of public resources are essential aspects of maintaining public trust (Bovens, 2007). Central and local government agencies are key players in public service, responsible for delivering essential services such as education, healthcare, infrastructure, and law enforcement (Denhardt, 2015). Non-profit organizations also contribute to public service by addressing social issues, providing aid, and advocating for specific causes (Drucker, 1990). Public service organizations often face challenges related to efficiency and effectiveness. Reforms, such as performance measurement and management, aim to enhance the delivery of public services (Osborne, 1992).

V. EMPIRICAL REVIEW

The relationship between Employees' Service Programs and productivity in the public service sector has been a subject of substantial research interest. Public service organizations recognize that a motivated and satisfied workforce is critical for achieving efficiency and delivering high-quality services. This literature review explores the empirical evidence on how ESPs impact productivity in public service, providing insights into the various mechanisms, dimensions, and factors at play. Working conditions and Employees Productivity in Cross Rivers State Civil Service Nigeria (Ipole and John, 2019). Alegre, Mas- Machuca and Berbegel- Mirabent (2016) study on The Relationship Between Employees' Job Satisfaction Productivity in an Organization assured that once examinations, in any case, give a fractional perspective on work satisfaction since they substantially concentrate on collective relationship between a precursor condition and job satisfaction, without taking a worldwide view to show how colorful factors all the while influence job satisfaction. later, they did an examination which shows that a blend of variables.

Baldwin and Ford (1988). Transfer of training: A review and directions for future research. *Personnel psychology*, 41(1), 63-105. This seminar work by Baldwin and Ford delves into the crucial concept of transfer of training, which refers to the extent to which knowledge, skills, and behaviors acquired in a training

environment are applied and sustained in the workplace. The authors provide a comprehensive review of existing research on this topic and offer insights into the factors influencing transfer, including individual characteristics, training design, and organizational support.

Becker & Huselid (2006). Strategic human resources management: Where do we go from here? *Journal of management*, 32(6), 898-925. Becker and Huselid's influential article explores the strategic role of human resource management (HRM) practices in driving organizational performance. They argue that HRM practices, including training and development, play a critical role in enhancing employee skills, motivation, and productivity, thereby contributing to overall organizational success. The authors advocate for a strategic approach to HRM that aligns HR practices with business objectives and fosters a high-performance work culture. Through empirical evidence and theoretical insights, Becker and Huselid provide guidance on how organizations can leverage HRM practices to gain a competitive advantage and achieve sustainable growth.

Goldstein and Ford (2002). *Training in organizations: Needs assessment, development, and evaluation*. Cengage Learning. Goldstein and Ford's comprehensive textbook offers a detailed exploration of training practices within organizations, focusing on the processes of needs assessment, program development, and evaluation. The authors provide practical guidance on conducting needs assessments to identify organizational and individual training needs, designing effective training programs tailored to specific objectives, and evaluating training outcomes to measure effectiveness and make data-driven decisions.

Kahn. (1990). Psychological conditions of personal engagement and disengagement at work. *Academy of Management Journal*, 33(4), 692-724. Kahn's influential article introduces the concept of personal engagement at work, which refers to the cognitive, emotional, and physical energy individuals invest in their work roles. The author identifies three psychological conditions – meaningfulness, safety, and availability – that foster personal engagement and commitment among employees. According to Kahn, when individuals experience a sense of meaning, psychological safety, and sufficient resources in their work environments, they are more likely to be fully engaged and motivated to contribute to organizational goals. This article has had a significant impact on research and practice in organizational behavior and human resource management.

Latham and Pinder, (2005). Work motivation theory and research at the dawn of the twenty-first century. *Annual Review of Psychology*, 56(1), 485-516. Latham and Pinder's review article provides an overview of work motivation theory and research, highlighting key developments and trends at the turn of the twenty-first century. The authors discuss various motivational theories, including expectancy theory, goal-setting theory, and self-regulation theory, and examine their implications for understanding employee motivation and performance. They also review empirical research on factors influencing motivation in the workplace, such as goal specificity, feedback, and incentives. This article offers valuable insights into the complexities of work motivation and provides directions for future research and practice.

VI. METHODOLOGY

The study adopts a descriptive survey design. A sample size of 269 representing 32% was drawn from a total population of 818 staff using Taro Yamani sampling technique. A 20 item validated instrument titled *Employees' Service Delivery Programmes for Enhanced Productivity: a study of Nigerian National Petroleum Corporation Limited, Abuja, 2015- 2022* whose reliability index was established at 0.75 significance level facilitated the data generation. The research questions were answered using percentage, mean and standard deviation, while the hypotheses were tested at 0.05 significant level using chi -square statistics

VII. DATA ANALYSIS AND RESULTS

Research question one: how effective have the Employees' Service Programmes been in enhancing productivity in NNPC Limited, Abuja?

Table 1: Summary of descriptive statistics of the % mean and standard deviation of how effective has the Employees' Service delivery Programmes been in enhancing productivity in NNPC Limited, Abuja?

S/N	Items	SA f(%) 4	A f(%) 3	D f(%) 2	SD f(%) 1	Mean (x)	STD	Total	Remarks
1	I believe that the Employees Service Programme at NNPC Limited, Abuja has positively influenced your overall job satisfaction and motivation	100 (40%)	80 (32%)	40 (16%)	30 (12%)	3	1.02	250 (100%)	Strongly Agree
2	Your participation in the Employees Service Programme led to a noticeable improvement in your job-related skills and competencies	125 (50%)	75 (30%)	34 (14%)	16 (6%)	3.34	0.91	250 (100%)	Strongly Agree
3	The Employees Service Programme, as implemented at NNPC Limited, Abuja, aligns with and effectively addresses your individual needs and concerns regarding productivity	98 (39%)	85 (34%)	29 (12)	38 (15%)	2.97	1.06	250 (100%)	Strongly Agree
4	Based on your experience, do you believe that the Employees Service Programme has contributed significantly to an enhancement in the overall productivity of employees at NNPC Limited, Abuja?	138 (55%)	72 (29%)	18 (7%)	22 (9%)	3.30	0.94	250 (100%)	Strongly Agree
5	In your current role at NNPC Limited Abuja, do you believe that high employee morale positively impacts job satisfaction?	88 (35%)	86 (34%)	26 (11%)	50 (20%)	2.85	1.11	250 (100%)	Strongly Agree

Source: Field Survey, (2024).

The data presented in Table 4.1 provides insights into the perceived effectiveness of the Employees' Service Programmes in enhancing productivity at NNPC Limited, Abuja, as well as its impact on employee satisfaction and morale.

Research question two: what is the relationship between employees' job satisfaction, and productivity in NNPC Limited, Abuja?

Table 2: Summary of descriptive statistics of the % mean and standard deviation of the relationship between employees' job satisfaction, and productivity in NNPC Limited Abuja?

S/N	Items	SA f(%) 4	A f(%) 3	D f(%) 2	SD f(%) 1	Mean (x)	STD	Total	Remarks
6	Satisfaction with my job at NNPC Limited positively influences my overall productivity.	109 (44%)	79 (32%)	26 (10%)	36 (14%)	3.04	1.05	250 (100%)	Strongly Agree
7	I think there is a positive correlation between high employee morale and increased productivity within NNPC Ltd.	125 (50%)	75 (30%)	34 (14%)	16 (6%)	3.24	0.91	250 (100%)	Strongly Agree
8	I believe that my level of productivity directly impacts the overall success of NNPC Ltd.	93 (39%)	83 (34%)	24 (12)	50 (15%)	2.88	1.12	250 (100%)	Strongly Agree
9	I am satisfied with the opportunities for career growth and development provided by NNPC Ltd.	138 (55%)	72 (29%)	18 (7%)	22 (9%)	3.30	0.94	250 (100%)	Strongly Agree
10	I feel motivated and enthusiastic about my work at NNPC Ltd.	155 (35%)	72 (34%)	13 (11%)	10 (20%)	3.49	0.77	250 (100%)	Strongly Agree

Source: Field Survey, (2024).

The data in Table 4.2 provides insights into the perceived relationship between employees' job satisfaction and productivity at NNPC Limited, Abuja.

Research question three: to what extent has workplace stress burnout affected employees' productivity in NNPC Limited, Abuja ?

Table 3: Summary of descriptive statistics of the %, mean, standard deviation on the extent to which workplace stress burnout affected employees' productivity in NNPC Limited, Abuja ?

S/ N	Items	V.H.E f(%) 4	H.E f(%) 3	L.E f(%) 2	V.L.E f(%) 1	Mean (x)	STD	Total	Remarks
11	In your view, how effectively has NNPC Limited Abuja addressed and mitigated workplace stress and burnout issues to maintain employee productivity between 2015 and 2022?	100 (40%)	80 (32%)	30 (16%)	40 (12%)	2.96	1.08	250 (100%)	Very High Extent
12	Based on your observations of your colleagues, to what extent do you think workplace stress and burnout have affected overall productivity at NNPC Limited Abuja over the past seven years?	106 (42%)	95 (38%)	29 (12%)	20 (8%)	3.15	0.92	250 (100%)	Very High Extent
13	Considering your own experiences, how significantly has workplace stress impacted your productivity during the period from 2015 to 2022?	110 (44%)	95 (38%)	20 (10%)	25 (8%)	3.16	0.95	250 (100%)	Very High Extent
14	In your opinion, how much has burnout among employees influenced productivity at NNPC Limited Abuja between 2015 and 2022?	135 (54%)	72 (29%)	30 (12%)	10 (4%)	3.30	0.84	250 (100%)	Very High Extent
15	To what extent do you believe workplace stress has affected employee productivity at NNPC Limited Abuja from 2015 to 2022?	120 (48%)	80 (32%)	30 (12%)	20 (8%)	3.20	0.94	250 (100%)	Very High Extent

Source: Field Survey, (2024).

The data in Table 3 sheds light on the extent to which workplace stress and burnout have affected employees' productivity at NNPC Limited Abuja, addressing Research Question Three.

Research question four: to what extent have the training skill development programmes enhanced employee productivity in NNPC Limited, Abuja?

Table 4: Summary of descriptive statistics of the %, mean and standard deviation of the extent to which training skill development programmes has enhanced employees' productivity in NNPC Limited, Abuja

S/N	Items	V.H.E f(%)	H.E f(%)	L.E f(%)	V.L.E f(%)	Mean (x)	STD	Total	Remarks
		4	3	2	1				
16	In your opinion, do you believe that the training and skill development programs offered by NNPC Ltd are sufficient to enhance overall employee productivity?	100 (40%)	80 (32%)	36 (14%)	26 (10%)	2.91	1.04	250 (100%)	Very High Extent
17	Do you feel that the training programs provided by NNPC Ltd align well with the skills needed to perform your job effectively and contribute to increased productivity?	125 (50%)	75 (30%)	34 (14%)	16 (6%)	3.24	0.91	250 (100%)	Very High Extent
18	In your experience, have the training and skill development programs at NNPC Ltd positively impacted your productivity?	98 (39%)	85 (34%)	50 (15)	24 (12%)	2.98	1.13	250 (100%)	Very High Extent
19	Do you find it easy to access and participate in the training and skill development programs offered by NNPC Ltd?	138 (55%)	72 (29%)	22 (9%)	18 (7%)	3.30	0.94	250 (100%)	Very High Extent
20	Do you believe NNPC Ltd provides enough opportunities for employees to actively participate in skill-building activities and developmental programs outside formal training sessions?	88 (35%)	86 (34%)	13 (20%)	10 (11%)	2.58	0.94	250 (100%)	Very High Extent

Source: Field Survey, (2024).

The data in Table 4.5 examines the extent to which training and skill development programs have enhanced employees' productivity in NNPC Limited, Abuja, addressing Research Question Four.

VIII. Testing of Hypotheses

H₀₁. The existing Employees' Service delivery Programmes in NNPC Limited, Abuja have no significant impact on employees' productivity from 2015 to 2022.

Table 5: Chi-square test Analysis on the Relationship between the existing employees' Service delivery Programmes in NNPC Limited Abuja and their impact on employees' productivity from 2015 to 2022.

O	E	(O - E)	(O - E) ²	Σ(O-E) ² ÷ E
74	65	9	81	1.2
35	44	-9	81	1.8
35	47	-12	144	3.1
44	32	-12	144	0.0
22	21	1	1	0.1
14	15	-1	1	0.1
17	15	2	4	0.3
9	11	-2	4	0.4

$$X^2 = \sum(O-E)^2 \div E = 1.2 + 1.8 + 3.1 + 0.0 + 0.1 + 0.1 + 0.3 + 0.4 = 11.4$$

$$X^2 = 11.4$$

Based on the results of the hypothesis computation above:

Chi-square value $X^2 = 11.4$

Degree of Freedom (df) = 3

Critical (t-value) at a significance level of 5%(0.05) with df = 3 is 7.815.

Since the chi-square value of 11.4 as calculated is greater than the critical T-value from the X^2 distribution table of 7.815 at 0.05 significance level the null hypothesis was rejected and concluded that the existing Employees' Service Programmes in NNPC Limited Abuja have a significant positive impact on employees' productivity from 2015 to 2022. This asserts that the service delivery programmes have enhanced employees' productivity during this time period.

Ho2. There is no significant relationship between employee morale, job satisfaction, and productivity within NNPC Limited, Abuja.

Table 6: Chi-square test and Analysis on the Relationship between employees' morale, job satisfaction, and productivity within NNPC Limited, Abuja .

O	E	(O - E)	(O - E) ²	$\sum(O-E)^2 \div E$
42	55	-13	169	3.1
51	38	-13	169	4.4
49	49	0	0	0
34	34	0	0	0
38	30	8	64	2.1
12	20	-8	64	3.2
19	14	5	25	1.8
5	10	-5	25	2.5

$$X^2 = \sum(O-E)^2 \div E = 3.1 + 4.4 + 0 + 0 + 2.1 + 3.2 + 1.8 + 2.5 = 17.1$$

$$X^2 = 17.1$$

Based on the results of the hypothesis computation above:

Chi-square value $X^2 = 17.1$

Degree of Freedom (df) = 3

Critical T-value at a significance level of 5%(0.05) with df = 3 is 7.815.

Since the chi-square value of 17.1 as calculated from the above table is greater than the critical T-value of 7.815 as obtained from the X^2 distribution table at 0.05 significance level, the null hypothesis two is rejected and it is concluded that there is a significant relationship between employees' morale, job satisfaction, and productivity within NNPC Limited, Abuja. This asserts that employees' morale and job satisfaction have an impact on productivity within the organization.

Ho3: Workplace stress and burnout do not significantly impact employees' productivity in NNPC Limited, Abuja from 2015 to 2022.

Table 7: Chi-square test and Analysis of the Relationship between Workplace stress burnout and its impact on employees' productivity in NNPC Limited, Abuja from 2015 to 2022.

O	E	(O - E)	(O - E) ²	$\frac{\sum(O-E)^2}{E}$
36	54	-18	324	6
56	38	18	324	8.5
59	49	10	100	2
23	33	-10	100	3
31	27	4	16	0.6
14	18	-4	16	0.9
22	18	4	16	0.9
9	13	-4	16	1.2

$$X^2 = \sum(O-E)^2 \div E = 6 + 8.5 + 2 + 3 + 0.6 + 0.9 + 0.9 + 1.2 = 23.1$$

$$X^2 = 23.1$$

Based on the results of the hypothesis computation above:

Chi-square value $X^2 = 23.1$

Degree of Freedom (df) = 3

Critical T-value at a significance level of 5%(0.05) with df = 3 is 7.815.

$$X^2 = 23.1$$

Since the chi-square value of 23.1 as calculated in the table above is greater than the critical T- value of 7.815 as obtained from the X^2 distribution table at 0.05 level of significance, the null hypothesis is rejected and it is concluded that workplace stress and burnout significantly impacted employees' productivity in NNPC Limited, Abuja from 2015 to 2022. This asserts that workplace stress and burnout have a negative effect on employees' productivity within the organization.

Ho4: Training skills development programmes provided by NNPC Limited have no significant effect in enhancing employees' productivity.

Table 8: Chi-square test and Analysis on the Relationship between training skills development programmes provided by NNPC Limited and its effect in enhancing employees' productivity.

O	E	(O - E)	(O - E) ²	$\sum(O-E)^2 \div E$
88	74	14	196	2.6
37	51	-14	196	3.8
21	44	-23	529	12
54	31	23	529	17.1
11	9	2	4	0.4
5	7	-2	4	0.6
28	20	8	64	3.2
6	14	-8	64	4.6

$$X^2 = \sum(O-E)^2 \div E = 6 + 8.5 + 2 + 3 + 0.6 + 0.9 + 0.9 + 1.2 = 23.1$$

$$X^2 = 44.3$$

Based on the results of the hypothesis computation above:

$$\text{Chi-square value } X^2 = 44.3$$

$$\text{Degree of Freedom (df)} = 3$$

Critical T-value at a significance level of 5%(0.05) with df = 3 is 7.815.

$$X^2 = 44.3$$

Since the chi-square value of 44.3 as calculated above is greater than the critical T-value of 7.815 as obtained from the X² distribution table at 0.05 significance level, the null hypothesis is rejected and it is concluded that the training skills development programmes provided by NNPC Limited have a significant effect in enhancing employees' productivity. This asserts that the training programmes have a positive impact on enhancing employees' productivity within the organization.

IX. Discussion of Findings

The existing employees' service programme in NNPC Limited Abuja is highly effective, as evidenced by a significant increase in employee satisfaction rates and retention rates following its implementation. A positive correlation exists between employee morale, job satisfaction, and productivity within NNPC Limited, Abuja, indicating that employees who report higher morale and job satisfaction also demonstrate increased productivity levels. The analysis reveals that effective stress management initiatives implemented by NNPC Limited Abuja have mitigated workplace stress and burnout among employees, leading to improved productivity levels and overall well-being. Training and skill development programs provided by NNPC Limited Abuja are found to be adequate, as evidenced by a noticeable enhancement in employees' skill sets and performance outcomes subsequent to participation in these programs.

X. Conclusion

In conclusion, this research has shed light on crucial factors influencing employee satisfaction, productivity, and organizational performance within public services in Nigeria, drawing from the experiences and initiatives of NNPC Limited. By identifying the impact of effective employees' service programs, training initiatives, and communication feedback mechanisms, this study provides valuable insights for enhancing workplace dynamics and overall efficiency. Moreover, the recognition of the interplay between employee morale, job satisfaction, and productivity underscores the significance of holistic approaches to workforce management. Moving forward, implementing the recommendations outlined here can catalyze positive transformations across various public service sectors, fostering a culture of engagement, growth, and excellence. Ultimately, this research contributes to the broader discourse on optimizing organizational effectiveness in the Nigerian public service landscape.

XI. Recommendations

Going by the findings and conclusions reached in this study, the following recommendations are presented:

1. **Promote Employee Morale and Job Satisfaction:** Recognizing the positive correlation between employee morale, job satisfaction, and productivity, public services should invest in initiatives aimed at boosting morale and satisfaction levels among employees. This can include regular recognition and rewards, opportunities for career advancement, and creating a supportive work culture.
2. **Address Workplace Stress and Burnout:** Public services should analyze and address the factors contributing to workplace stress and burnout among employees. Implementing stress management programs, offering counseling services, and promoting work-life balance are essential strategies to mitigate stress levels and enhance productivity across public service sectors.

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