

# Nigeria's International Image and the Challenges Facing her Foreign Policy, 2011-2023.

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## Abstract

*This article examined Massive employment and its effect on Productivity of a tertiary institution of education, the efforts was geared towards analysing the real situation of massive employment as it happened in A. D. Rufa'i College of Education, Legal and General Studies, Misau, by measuring the achievements of the literal objectives of such type of employment and its consequential effect on the desire for expansion of the academic business of the institution and how that incidence increased productivity. The study covers three (3) years for review, that is, 2018 to 2020. The methodology adopted in this study was survey, and the study also used the existing records and information obtained from the College regulatory agencies, the Directorates and departments to complement the survey data. The study populations comprises both academic and non-academic staff of the College; the sample size of 96 members of staff was generated and distributed proportionately according to the population weight of the two main category of staff and their sub groups. The data collected was presented in frequency table with corresponding percentages, and was analyzed using mean and averages. The analyses shows that the increased in number of staff performing jobs assigned to them adequately in the College has a corresponding increase in the level of productivity in the College, particularly on the three (3) key areas identified, which predicts the magnitudes of the outcomes. The article offered recommendations with particular emphases on the Policy makers and leaders in the College to keep tab on the trend of employment to fill in vacancies, to satisfy the professional requirements and creation of more Academic Departments in the College to argument stability and cohesion.*

**Key words;** College, Employment, Effect, Massive employment, Productivity,

## Introduction

The quality of human resource in organisations has been a source of concern to managers and leaders, investments in human capital is an economic activity which is often directed towards yielding result, even not necessarily intended for a short period of time. Recruitment and selection remains one of the herculean task in organisation's efforts towards employment, it involves a process of filling existing vacancies. Cole, (2002) opines that recruitment is the

first part of the process of filling a vacancy. It includes the examination of vacancies, the consideration of source of suitable candidates. In a broader discuss, Slade, (1995) observed that recruitment is a process of searching for prospective employees and stimulating or encouraging them to apply for job in an organisation, it involves attracting people with certain skills, abilities and other personal characteristics of job vacancies in an organisation. Recruitment and selection are two important component of employment, recruitment is often considered to be a positive activity as it stimulates people to apply for job and to increase the hiring ratio, selection on the other hand tend to be negative activity because it rejects a good number of those who apply.

Mass employment is an exercise of hiring large number of individuals having the ability to perform a given job at a particular time, it involves selecting the number of persons found suitable of discharging a set of duties related to a job assigned in a large number or in group in to organisation. In public service organisations, employment has been characterized with number of challenges, in some instances, no consideration is given to the guidelines of recruitment and selection process, and the objectives of the organisation towards utmost productivity and result making. While it is an exercise in authority, more often personnel managers and leaders in public organisations found it difficult to establish mechanism through which effective recruitment and selection process can be achieved. Employment is an organisational action towards rising its score card higher through increase in productivity and goals attainment, in every employment activity, organisation hopes to make better result from the hiring of more able bodies that can discharge certain responsibilities, the efforts is to ensure that no schedule of responsibility is left unattended which has a consequential effect on the organisational productivity. Therefore, the study examine not only the employment as a process but also hiring of large number of individuals in to organisation at a particular time and what has been the resultant effect of that organisational action on productivity.

A.D.Rufa'i College of Education, Legal and general Studies Misau, is one of the public institutions of higher education owned by Bauchi State Government. The objective of the College is to train teachers and judicial officers. It is apparently clear that Higher Institutions of Education are among the important institutions in any given economy, these institutions are the back born of societal development, and Bauchi State has since its creation in 1976 recognizes the important role of these institutions. The study, therefore, examine the trend of influx of large number of staff in to the College and whether or not that massive employment had helped in its quest for expansion in the area of Academic business and how that efforts improve productivity. The presentation in this article comprises the objective of the study, the Literature, theories and empirical study, the study methodology, Analyses of the study findings base on the data obtained from the year 2018 to 2020 and finally, conclusion and recommendations.

## **1.2 Objectives of the study**

The study focused on the incidence of massive employment conducted between the year 2018 to 2020 and the relationship of that exercise with the Productivity of the College. That is, about the quest for expansion, filling in vacancies, and satisfying the requirements of the regulatory agencies for the College productivity to improve. Therefore this work is to examine the incidences, challenges and the outcome, as it occurred in A. D. Rufa'I College of Education, Legal and General Studies, Misau. The three (3) main objectives of the study are:

To examine how massive employment facilitate the creation of more Academic departments and the changes in the Productivity of the College.

To examine the effectiveness of massive employment to fill in vacancies in the new Academic departments and how that helps in raising productivity in the College.

To investigate the extent how massive employment satisfy the professional agencies' requirements of staffing by the Regulatory agencies to improve Productivity in the College.

In view of the study' objectives, the following questions were raised in the study.

How significant has massive employment facilitate the creation of more Academic departments and the changes in Productivity of the College?

How effective has massive employment satisfies the needs to fill in vacancies of the new Academic departments and the raising Productivity in the College?

To what extent has massive employment satisfy the professional agencies' requirements of staffing by the Regulatory agencies to improve the productivity of the College?

## **2.0. Literature Review**

### **2.1. The Concept of Employment**

The Concept of employment has been reviewed in several literatures, with different technical and conceptual approaches. Human resource managers and personnel administrators in public service organisations, have different terms to address the concept of employment, for example, hiring, engagement, job offer, wage labour and the likes are some of the terms used to describe employment. In some of the literal definitions, employment has been defined as a relationship between two parties, usually based on a contract where work is paid for, where

one party, which may be a corporation, for profit, non-for-profit organisation, co-operative or other entity is the employer and the other is the employee. Lewis, (1985) perceived the concept from various perspective that the economic, sociological and psychological meaning of employment, the question to what extent it should be seen as a self-purpose, the concept of economically active population and productive employment; the relationship between productivity, technological change and employment; the impact of education; human resource and their “utilization”. In a way similar, the legal perspective view employment as a contract in which one person, the employee agrees to perform work for another, the employer.

Employment get meaning on the basic foundation of contractual agreement, to offer wage labour in accordance with the terms and conditions stipulated for the work. Most of the definitions inclined more to the term “agreement” hence it involves economic rewards, for instance, According to Cole, (2002) employment is a paid work agreement between employer and an employee. The term applies to a person who is hired for a salary or fee to perform work for an employer. Although employees can negotiate certain items in an employment agreement, the terms and conditions are largely determined by the employer, this agreement may also be terminated by the employer or the employee. Brewster and Mayrhofer (2021) opines that recruitment and selection process are crucial as they ensure that the right staff joins the organisation thereby helping the institution to meet its short-and long term objectives. Employment is an agreement between an employer and employee that the employee will provide certain services on a job. The work is designed to accomplish the employer organization’s goals and mission. In exchange for work performed, the employee receives compensation. In this study, Massive employment means contractual relationship in which persons or group of persons are hired to work for a sum of money, and not merely occupation or self-employment, in this type of employment, organisations often employ annually or bi annually to fill in vacancies, when increasing production or expanding business facility it is absolutely necessary to staff a lot of people at once, in this type of situation, due to exigencies, the exercise of recruitment and selection often involved huge number of applicants or job hoppers for employment consideration, some organisations conduct massive hiring events for staff, in the events of new business location or expansion of departments to accommodate the challenging situation. Kanyemba, et’al, (2015) concludes that most of empirical studies have underscored the human element as a vital competitive advantage thus implying that proper staffing process are critical ingredient to an organisation’s productivity.

### **2.1.2 Types of employment**

In many literatures employment was broadly classified in two stream, either full-time or part-time employment, i.e. by the nature of the employment, According to Citizen Information, (2017) employment is basically of two types, namely; Full time employment and part time employment. Heathfield, (2019) opines that the most common type of employment includes:

- Permanent or fixed term employment
- Temporary/casual employment
- Self-employment
- Apprentice or trainees employment

However, there are some classifications of the types of employment based on obligation not on the nature of the employment, Small Business Development Corporation (SBDC) developed a template on the types of employment on the basis of obligation, the types mentioned includes:

- Full-time and part-time employees
- Casual employees
- Fixed term and contract employees
- Apprentices and trainees
- Commission and piece rate employees

The areas of obligation in the template emphasized on (a) the correct wage and leave entitlements for each arrangement, and (b) how regular and the number of hours per week. The template buttress the assertions in the following discuss.

#### **Full-time and part-time employees**

Full-time employees work on a regular basis for an average of 38 hours per week. The assumption is that employer and employee have the liberty to negotiate and agree on the actual hours of work. However, in the Nigerian Public Service the average of 38 hours per week is non-negotiable, the hours of the work, leave and holidays, fringes and other entitlements were mentioned in the Civil Service Rules and other extant laws of the various public service organisations.

Part-time employees usually work less than 38 hours per week and generally have regular hours. They receive the same wages and conditions as full-time employees on a pro-rata basis, according to the hours they work.

### **Casual employees**

Casual employees are engaged on an irregular basis according to business demand and have:

- No expectation of ongoing work,
- No obligation to accept offers of work,
- A loading paid on top of their hourly rate of pay,
- No sick or annual leave pay, and
- No obligation to provide notice of ending their employment, unless this is a requirement of an award, employment contract or registered agreement.

In some circumstances, (depending on the rules of engagements,) casual employee may be entitled to leave based on the number of months served.

### **Fixed term and contract employees**

In number of occasions organisations do employ on a fixed term basis, or contract an employee for an agreed length of time or to be assigned with a specific task for accomplishment within a specified period of time. Fixed term or contract employment is virtually an aspect of casual employment but with a shorter period of stay, staff on fixed term or contract employment can work on a particular project or to replace an employee on leave, for example. SBDC (2020) advised employers to negotiate the length of employment before the employee starts working and include this in a written agreement.

### **Apprentices and trainees**

Organisations engage staff on training on the basis of law, in Nigeria, industrial attachment is the commonest example of trainee's employment, for instance, SIWES, IPA, NDE Apprentice and the likes. They work towards a nationally recognized qualification and most be formally registered, usually through a contract between a registered training provider the employee and the trainee or the apprentice. SBDC (2020) pointed that there is no payroll tax on the wages of registered apprentices and trainees during their training contract.

## **Commission and piece rate employees**

In number of situations, organisations consider piece rates or commission payment to employees, staff on this type of employment are assessed based on performance and result achieved instead of counting on number of hours worked for. Work volume is critical in piece rate as achievement of objective is also critical in commission payment, this type of employment is common in private sector and business organisation. SBDC (2020) suggested that employers shall consider requirements of the job before entering into this arrangement.

## **Appointment on Transfer (Emerging trend of employment in public service organisations)**

In recent times, public institutions in some part of Nigeria had adopted another trend of employment via transfer of service from one organisation to another, or changing from one sector to another, for example, from ministry of health to education, social development to environment, or even within the same sector, moving from lower level of the sector to a higher level. This type of employment (appointment on transfer) ensure the continuity of the service period of the officers in the public service, it makes selection on competency easier than in the recruitment process. Political leaders preferred this type of employment due to the fact that increment in the cost of personnel emolument appeared to be far less than the cost of fresh appointment, it is an event of staff changing position from one organisation to another or from one sector to another.

Like all other organisational problems, employment on transfer also posed enormous challenges to the personnel department, especially when it involves huge number of staff to be absorbed at a particular time. The selection process and placement is often influenced by the high ranking political leaders and the organisational leaders. This practice is born out of the Government attempt to cut down cost on employment and the need to rationalize staffing in the public organisations for optimum utilization.

### **2.1.3 Objectives of employment**

Employment in any given circumstance must have objective to be achieved, leaders of organisations do project and calculate the staff or workforce needs over a given time, requirement of the job, schedules to be perform, number of persons required for the job and many more technical aspect of considerations are bound. In any of the situation, either employment through selection and recruitment process or employment through transfer, these technical aspect must be observed if the objective is to be achieved. Brewster and Mayrhofer (2021) opines that employment' objective includes the following;

1. Fill in Vacancies
2. Needs to increase production capacity
3. Expanding the business facility and departments
4. Establishing new business locations
5. Meet up the professional requirements
6. Support the National policy on labour and employment

According to Kanyamba, *et'al* (2015) these objectives of employment are mentioned in number of literatures and many empirical studies, for instance, Filippo (1971), Heathfield (2019) subscribed to the six (6) objectives mentioned in the work of Brewster and Mayrhofer (2019).

#### **2.1.4 The Challenges of mass recruitment**

In any given situation, Organisational managers and human resource professionals are faced with certain challenge(s) associated with a particular action or inaction. Recruitment like all other organisational activities do have challenges which must be handled head-on. The HRus System (2020) provide a summary of the situation in many large organisations. Postulated that mass recruitment presents organisation with significant challenges in the battle over candidates... One of the bigger challenges facing organisations today is mass recruitment, which means recruiting large masses of candidates. The process of mass recruitment aimed at recruiting employees to large companies. Usually these are companies that employ large customer service centers, such as telecommunications companies, credit cards companies, insurance companies and more. The HRus System (2020) summarized the challenges in to five (5), namely;

1. The challenge of dealing with the time required for sorting and screening.
2. The challenge of understanding the best terms that can be offered to a candidate, in order to compete against other companies for each and every applicant.
3. The challenge in coping with duplicate resume.
4. The challenge of budget.
5. The challenge of monitoring and control of employee referral result.

Anja, Z (2020) opines that human resource managers and professionals are likely to face bigger recruitment challenges in many facet, Anjaz is particularly concerned with the recent developments in recruitments, he identify many challenges, for the purpose of this study, we are concerned with the following challenges, namely;

- a. Building a strong employer brand.
- b. Lack of qualified candidates.
- c. Expanding candidate reach.
- d. Targeting passive candidates.
- e. Attracting the right job candidates.
- f. Engaging with active and passive job seekers.
- g. Choosing the right candidate.

Recruitment as a process involves number of activities that must be observed for a successful employment to take effect. The sorting out of the task to be perform as a job, advertisement of the jobs available, determination of the terms and conditions of the hiring, collection, sorting and screening of the applications received from the candidates, interview and selection, hiring and placement of the qualified candidates for employment are some of the most important challenges.

## **2.2 The Concept of productivity**

Productivity is a relative term to organizations and settings; it has many theoretical backgrounds, for example, Classical Economists, (Ricardo, Marx etc.), posit labour as a quantity; Human Capital theorist, (Smith, Schultz, Becker, etc.) view it as investment in education/training which can boost labour productivity; Beyond human capital, (Lazeer) perceive it as personnel economics. The Concept of Labour Productivity was discussed in many literatures as a Unit or Index of output divided by a Unit or Index of input. According to Jovonavic (1979) there are basically two measures, however, they differ in terms of the output measure, and the first is based on Gross Output (GO) and the second on the Gross Value Added (GVA). These two measures of productivity in public service (which includes labour capital and intermediate goods and services) are concerned more with productivity of one factor – Labour. The Organization for Economic Cooperation and Development (OECD) Report (2002) describe the Gross Output (GO) labour productivity as a measurement using the Index of the volume of final spending on public services provided by the government, divided by an Index of labour used in

those services. For example, healthcare, education, adult social care, social security administration, children's social care, public order and safety, police, defence and other general public service.

While, Gross Value Added (GVA) labour productivity is a measurement using the index and value added based on industries defined by standard industrial classification of economic activities codes. This has been the classification in the IPSAS which Nigeria adopted in the Treasury Management System. For example, economic sector codes, security and social sector codes, health sector codes, etc. The index of the value added divided by an index of hours worked in these industries. Workforce productivity or labour productivity involves the measure of amount of goods and services that a worker produces in a given amount of time. It is one of several types of productivity that economists measure. According to OECD (2002) labour productivity can be distinguished from employee productivity, which is a measure employed at individual level based on the assumption that the overall productivity can be broken down to increasingly smaller units until, ultimately, to the individual employee, in order to be used, for instance, the purpose of allocating a benefit or sanction based on individual performances.

The OECD (2002) defines it as "the ratio of a volume measure of output to a volume of input". Volume measure of output are normally gross domestic product (GDP) or gross value added (GVA) expressed at constant prices i.e. adjusted for inflation. The three (3) most commonly used measures of input are:-

- (a) Hours worked;
- (b) Workforce jobs; and
- (c) Number of people in employment.

### **2.2.1. Defining Productivity for Higher Education**

According to Barere (2019) in Higher education, productivity improvement is seen as the most promising strategy for containing costs in the continuing efforts to keep College education as affordable as possible. Traditional private and public Colleges and Universities are not motivated by or rewarded by a profit margin. The input in Higher education is distinct, for instance, students arrives at a University with some knowledge and capacity that are enhanced on the way to graduation. In this instance the consumer collaborates in producing the product. Second, institutions of Higher education are typically multi-product firms, producing a mixture of instructional programmes and research as well as entertainment, medical care, community services and so on. The inputs of Higher education includes (1) labour (e. Professors, Administrators), (2) Capital

(physical and financial, e.g. University buildings and endowments), (3) Materials (e.g. paper, pens computers), and (4) Energy (utilities).

Hoxby and Stange (2019) argue on how do the benefits of higher education compare with its costs, and how does this comparison vary across individuals and institutions. These questions are fundamental to quantifying the productivity of the education sector. They identified five (5) challenges of understanding productivity in Higher education, enumerated to include: (1) multiple outcomes, (2) the multiproduct nature of institutions, (3) Selection, (4) attribution, (5) public nature of some potential benefits. However these challenges mentioned were further addressed by the authors. Thus; these challenges cannot be evaded but can be addressed by presenting results based on a variety of outcomes. For the remedy, they proposed that the selection problem in productivity of Higher education, based on comparing the outcomes of students who are extremely similar on incoming achievements (test scores, grades) and who, crucially apply to the same post-secondary institution, thus demonstrating similar interest and motivation.

### **2.2.2. Types and Approaches to Productivity Measurement**

Approaches to how productivity is measured depends on the nature of industry and its strategic objectives. Sullivan, et'al (2020) posits that Standard methods for measuring productivity were developed for profit or shareholder value-maximizing firms engaged in the production of tangible goods. These methods may not be applicable, valid or accurate for Higher education which is a very different enterprises.

Smart sheet analysis (2020) classified the approaches in to three (3), first, Partial factor productivity, this is made up of the ratio of total output to a single input. It is easy to use because the data is available and easy to access. Also partial factor productivity equations are easier to relate to specific process because they only deal with one input. Second, Multifactor productivity, this is the ratio of total output to a subset of inputs. For example, an equation could measure the ratio of output to labour, materials and capital. This method is a more comprehensive measure than partial factor productivity, but it's also harder to calculate. Third, Total factor productivity, this formula combines the effects of all the resources used in the production of goods and services (labour, capital, material etc.) this method can reflect simultaneous changes in output and inputs, however they do not show the interaction between each output and input separately.

In a way similar, Sullivan, *et'al* (2020) suggests that several different productivity measures are used to evaluate the performance or efficiency of an industry, firm or institutions. These can be classified as:

1. Single – factor productivity measure (the ratio of output per labour-hour)
2. Multi-factor productivity measure (which relates output to a bundle of inputs, e.g. labour, capital materials).

Barere (2019) posits that the common inputs comprise, labour hours, Capital, and natural resources. While common output is measured in sales or number of goods or services produced. Also identified employee productivity and labour/ organisational/ industry productivity as the types of productivity measure. However, he further suggests for alternative method of calculating productivity as follows:

- a. 360 Degree feedback: In this method organisation solicits and uses feedback that comes from an employee’s coworkers. In this approach productivity is evaluated by asking both superiors, peers and subordinates.
- b. Total sales productivity: the formula = 
$$\frac{\text{Net sales (output)}}{\text{Hours worked (input)}}$$

### **2.2.3. Factors affecting quality of productivity**

According to Siebert, *et’al* (2006) these factors are relatively inclined to the nature and the complexity of the organizations, particularly, the situational factors. However, in a Meta- study by Williams and Living stone (2004) in a survey of manufacturing growth and performance in Britain and Mauritius, it was found that:-

The factors affecting labour productivity or the performance of individual work roles are of broadly the same type as those that affect the performance of manufacturing firm as a whole. They include:-

- i) Physical – organic location and technological factors.
- ii) Cultural belief value and individual attitudinal, motivational and behavioral factors.
- iii) International influences, e.g. levels of innovativeness and efficiency on the part of the owners and manager of inward investing foreign companies.
- iv) Managerial, organizational and wider economic and political – legal environments.

- v) Levels of flexibility in internal labour markets and the organization of work activities e.g. the presence or absence of traditional craft demarcation lines and barriers to occupational entry.
- vi) Individual rewards and payment system and the effectiveness of personnel managers and others in recruiting, training, communicating with, and performance – motivating employees on the basis of pay and other incentives.

#### **2.2.4. Measuring productivity**

Stainleigh (2015) opines that measuring performance is a vital part of monitoring organisation progress. It comprises measuring the actual performance outcomes or results of an organisation against its intended goals. Create your strategic performance measures, communicate these through all departments, identify the key business processes, eliminate a “silos” approach to measurement and measure the right things. Establish criteria to determine the key business process, for example; use the measurement of the impact on customers, the bottom-line, the sales, the profits and so on. This will determine which organisational process are the key business processes, the ones that support or fit into the key business process throughout the organisation. Smart sheet, (2020) analysis suggests that while the formula to calculate appears fairly straightforward, organisation may tweaks based on industry. How organisation define its strategic objectives and the approach to measure of productivity changes based on the jobs in the industry, therefore have to adjust the equation. Barere (2019) opines that productivity measure help in understanding the efficiency of a company’s production process. It is calculated by dividing the outputs produced by the company by the inputs used in its production process. Smart sheet (2020) analysis suggests that while productivity measures quantity, efficiency measure quality.

Sullivan, *et’al* (2020) opines that application of a productivity metric to a specific industry or enterprises can be complex, particularly for education and certain other service sector of the economy. Applied to Higher education, a productivity metric might track the various kinds of work-hour that go into producing a student credit hour or Degree. The limitation of productivity metric is that Higher education uses a wide variety of operational approach. Of even greater significance is the fact that the quality of inputs (students, teachers, facility) and output (degrees) varies greatly across contexts.

#### **2.2.6 Empirical Review**

Sajjad (2016) in his article titled “Impact of Best HRM Practices on Retaining the Best Employees: A Study on Selected Bangladeshi Firms, he tried to study the influences of various HR practices in retaining the employees. The objective

of the study was to identify the sources of job satisfaction and their influence on employees' productivity. A Judgmental sample of 314 was considered for the study at various levels of organisations both in private and public corporations. The study showed a positive result, but on insignificant relationship between employee retention and factors like job analysis, adequacy of information, management-employee relationship and participation in decision making. He identified that job training, compensation, benefits and supervisory treatment have a strong negative relationship with productivity, where as other factors of RtoR play neutral role in retaining employees.

The critic on the study report is on the assumption that a single approach suffices in a study area with a different objectives, i.e. taking both public and Private Corporation in the study, the study discount the objectives and status of each within the context of its establishment, also the study consider the best of all situations as variables of the study, that is , the best of human resource practice and retaining the best of employee, this is only assumed to exist, while the real life situation is full of challenges. This study therefore, concentrate on public institutions of education.

Kaari, Simon & Kubaison (2015) in their article "Factors Influencing Employee productivity" in the field of education sector at Meru University of Science and Technology studied the various factors that influence the employee's productivity at Meru University. The objectives of the study relate to training and development, performance appraisal, welfare benefits and career advancement programs all of which will influence employee productivity. They have taken a sample size of 104 members and applied stratified random sampling technique. They analyzed the data by applying SPSS, and they found that welfare benefits had the greatest impact on the employee retention, followed by career growth, than the training and development, while performance appraisal had the least impact in the employee retention which is a must.

The study approach is directed on a single objective of studies on Labour Turnover, i.e. identifying factors influencing employee retention which hinges on factors that are capable of triggering attritions, and the findings on retention is more on the strategies than factors of influence, which was discounted in the report. In this study we consider other objectives like the effect, causes and level of Labour Turnover.

Mehta, Kurbett & Dhankhar (2014) in their article titled "Study on Employee Retention and Commitment" explained that Today employee commitment and retention has become an important strategic aspect of the organisation productivity. The objective was to identify the best practices and methods adopted by the various businesses across industries to help enhancement and commitment in employee productivity. They found that no significant and

relevant policies which keep employees committed to the organisation, because employers lay different emphasis on different variables that suit their organisations than employee benefits and the real task was to retain the committed workforce. They also found that few of them were building strategies by keeping the employee perspective in and suggested to pay attention on career advancement and development path, performance appraisal perk and flexitime, leadership, work-life balance and compensation and induction program to retain the employees.

### **3.0 Methodology**

The study utilized combination of both survey and use of secondary data to complement the findings. The survey was carried out on the population of the study, which comprises both Academic and Non- academic staff of the College. Simple Random sampling technique was employed to select the sample population. The Total population of the study is 980, for the sample size, the study adopted the opinion of Nwana (1981) that ‘if the population is a few hundreds, a 40% or more samples suffices, if many hundreds, 20% while if several thousands, 10% or more sample suffices.’ Omale (2014) opines that ...quite a number of researchers use 10% of the population as a guide for sample size, also in a similar study conducted by Perera & Weerakkody (2018) in western province of Sri Lanka, 10% was used in determination of the sample size. Therefore for the purposes of this study, 10% of the sample frame was adopted, the sample size for the survey was obtained from the frame as follows:  $10/100 \times 960 = 96$ . The questionnaire were structured in 5-point Likert’s scale. The rule in this study is that the focus is on the objectives of this study, therefore, sequence of our analyses is on the three deliverables in the measure of productivity and our significance point is **1** and above. Data collected were presented using frequency table and percentage while multiple linear regression analysis was used to analysed the primary data. The Secondary data was obtained from the Reports of the Regulatory agencies of the College, (NUC, and NCCE,) and the Directorate of Academic Planning, respectively.

### **4.0 Data Presentation and Discussion of Finding**

#### **4.1 Survey results and illustrations**

Total of Ninety six (96) questionnaires were distributed to the Staff, and only three (3) respondents failed to fill in the questionnaire, therefore Ninety three (93) were successfully completed and returned. Therefore, the study analysis was conducted on the number of returned questionnaires, that is to say, the study number is 93, (N=93).

**Table 4. 1 Massive employment and creation of more Academic Departments (N=93)**

	Opinion	Frequency	Percent	Valid Percent	Cumulative %
Valid	Strongly Agreed	20	21.5 %	21.5	21.5
	Agreed	44	47.3 %	47.3	68.8
	Neutral	08	8.6 %	8.6	77.4
	Disagreed	20	21.5 %	21.5	98.9
	Strongly Disagreed	01	1.1 %	1.1	100
	<b>Total</b>	93	100%	100	

**Source:** Field Survey, 2019.

Table 4.1 illustrate that a total of 68.8% (21.5% +47.3%) of the respondents agreed that massive employment facilitated the creation of more Academic Departments in the College, while 8.6% of the respondents were neutral. The remaining 22.6% (21.5% + 1.1%) of the respondents disagreed. According to Brewster & Mayrhofer, (2012) it is an important objective of employment in any given situation to expand the business facility and department of an organisation. Also that employment helps greatly in an efforts to establish new business locations. The Survey opinion therefore suggested that creation of more departments is key for an increase in productivity.

**Table 4.2 Massive Employment and Filling in Vacancies (N=93)**

	Opinion	Frequency	Percent	Valid Percent	Cumulative %
Valid	Strongly Agreed	22	23.7%	23.7	23.7
	Agreed	46	49.5%	49.5	73.2
	Neutral	04	4.3 %	4.3	77.5
	Disagreed	19	20.4%	20.4	97.9
	Strongly Disagreed	02	2.1%	2.1	100
	<b>Total</b>	93	100%	100	

**Source:** Field Survey, 2019

Table 4.2 illustrate that 73.2% (23.7% +49.5%) of the total respondents agreed that massive employment had helped greatly in filling in existing vacancies of the number of task to be accomplished on the job outline in the College. while 4.3% were neutral. The remaining 22.5% (20.4%+2.1%) disagreed. Kanyanba, *et al* (1991) posit that it is of high importance for any employment to meet the objective of filling vacancies and by so doing it will increase production capacity. The survey opinion therefore, suggested that filling in vacancies is of

great importance, it reduces the number of unattended task to be accomplish within a given Academic year, this efforts helped in making productivity output higher.

**Table4.3 Massive employment and satisfying the professional agencies' requirements N 93**

	Opinion	Frequency	Percent	Valid Percent	Cumulative %
Valid	Strongly Agreed	21	22.6%	22.6	22.6
	Agreed	50	53.8%	53.8	76.4
	Neutral	05	5.4%	5.4	81.8
	Disagreed	15	16.1%	16.1	97.9
	Strongly Disagreed	02	2.1%	2.1	100
	<b>Total</b>	93	100%	100	

**Source:** Field Survey, 2019.

Table 4.3 shows that 76.4% (22.6%+53.8%) agreed that there is significant relationship between massive employment and the objective of satisfying the requirements of professional agencies that regulate the Academic business of the College, while 5.4% were neutral and 18.2% (16.1%+2.1%) of the population disagreed. Heathfield (2019) subscribed to the opinion that the Organisations can satisfy the requirements of professional agencies through employment of adequate number of staff.

#### Co-efficient

Model	Unstandardized Coefficients		Standardize Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	-361				
Organisational productivity's Input and Output model		0.43	.249	-6.021	.000
	-321	.063	.264	-5.039	.000
	- 240	.074	.275	2.734	.000
	-.271	.021		4.666	.000

Dependent variable: productivity

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.834 <sup>a</sup>	.821	.810	.25652

ANOVA<sup>a</sup>

Model		Sum of Squares	df	Mean Square	F
1	Regression	231.211	5	50.038	521.515
	Residual	15.242	221	.083	
	Total	247.933	216		

a. Dependent Variable: Massive employment

b. Predictors: (Constant), Organisational productivity's Input and Output.

The ANOVA Table above shows the overall significance relationship between the two variables under consideration.

The result of the statistical table above shows that, the value for f-factor regression models stood at 521.515. The value is greater the value of level of significant which stood at 0.000. This means that, the model is fit for the variable under consideration. Goodness of fitness in the use of this (regression) model has 92% level of confidence interval.

## 4.2 Data on index of measuring productivity in the College

This part of the study presents a published data on index of productivity from the year 2018 to 2020. The index was collated from the Regulatory agencies and other records that were made available from the existing documents by the Registry of the College on productivity and Directorate of Academic Planning and Quality Assurance, this includes the facts available in terms of achievable objectives, task accomplishment, cost, and standard of output. The study is quantitative, therefore only the descriptive aspect of the statistics was presented and analysed. the stream of the study analyses is on a knowledge base output not resource base output, the College was driven by investments in knowledge and skills development which is a non-tangible output or unit of production, rather a combined task of performance geared towards the College's achievable objectives. The output index appeared on scale of group efforts through the process of imparting knowledge and research at a targeted period of task to be accomplished. The main frame of measuring productivity that was adopted by the U K office for National Statistics which Adam (2011) presented using the model on Public Service Labour Productivity had helped in this study, this frame work was earlier discussed by Jovanovich (1979) the first is based on

Gross Output (GO) and the second on the Gross Value Added (GVA). These two measures of productivity in public service are concerned more with productivity of one factor- Labour. Therefore, for the purposes of this study, the Gross Output Model (GO) was adopted and the table below shows the index using the GO model, it is a summary of content of the assessment reported by the Regulatory agencies of the College and the information obtained from the Registry and Directorates of Academic planning and Quality Assurance on the College’s achievable objectives and accomplishment of task. The achievable objectives includes, Curriculum delivery, Test and measurement (students’ achievements), scholarship progress, research reports, and Institutional performance. The accomplishment of task comprises the Standard of compliance.

**Table 4.4 Gross Model of Output/ Input Index values**

Average Performance Aggregate of the achievable objectives reported by the regulatory agencies and professionals.	Index of performance %					
	2018		2019		2020	
	IP	OP	IP	OP	IP	OP
	51	64	42	66	52	68

**Source:** NUC, NCCE, and DAP&QA

**Key:**

IP = Input

OP = Output

Standard of compliance = compliance with minimum standards.

Performance = the achievements reported.

Index of output = % performance reported on overall service delivery.

Index of input = % performance reported on budget and cost.

Value of input index

$$\frac{51 + 42 + 52}{3} = 48$$

Value of output index

$$64 + 66 + 68 = 198$$

$$198 / 3 = 66$$

$$\text{Productivity} = \frac{66}{48} = 1.4 \text{ (significant value of Productivity)}$$

### **4.3. Analysis of the findings**

The illustration on table 4.4 shows the summary of the data that was used in the measure of productivity in the College; the gross output model designed by Jovonavic (1979) was adopted and the data that was presented in the table comprises both the output and the input index within the period of three (3) years, 2018, 2019 and 2020. The Index were measured from the percentages obtained from the Regulatory agencies of the College. The productivity was determined with a result of **1.4** which is a significant value of productivity. It can therefore be argued that the College achieved significant high level of productivity within the period of the study as a result of massive employment conducted within the period under review, in which the employment facilitated the creation of more Academic departments, with an effective results towards filling in vacancies in the College and finally helped to a greater extent in satisfying the requirements of professional bodies in the accreditations exercise of the programme of studies run in the College.

### **4.4. Discussion of findings**

It was mentioned in the methodology that the rule in this study is that the focus is on the deliverables mentioned in the objective of this study, that is to say, how massive employment facilitated the creation of more Academic departments, how effective was the exercise towards filling in vacancies in the College, and the extent how the exercise helped in satisfying the professional requirements of the regulatory agencies of the College. Therefore, sequence of our analyses is on these deliverables in the measure of productivity and our significance point is **1** and above. Based on the study findings from the study questions which shows significant relationship between the variables of the study and with the corroboration of the documentary and existing records in the College it is evidently clear that:

- 1). The effect of Massive employment had transcended down to the productivity status of the College. This finding is essentially related to the relationship of the variables of the study, juxtaposed on the scale of measuring staff opinion (from the result of the Survey) and the statistics presented that was obtained from the existing data in the College regulatory agencies and other Directorates, on the status of the College's productivity. This can be seen from the increased in number of staff, creation of more Academic departments, and filling in existing vacancies to avoid disruption and leaving number of task unattended to in the College.
- 2). Multiple objectives of employment had helped greatly in identifying the most relevant areas in which the College received significant shift from deficit to substantial achievements in terms of satisfying the requirements of the

professional agencies of the College that regulate its Academic Activities, particularly on human resource. And;

3). The large scale influx of staff in to the College (despite all the odds and challenges) had significantly motivated the members of staff which also facilitated healthy competition in the delivery of the Academic curriculum, embarking on research work, improving students' academic achievements and progression.

## 5.0 Conclusion and Recommendation

The analysis in the preceding paragraphs and the discussions on each of the critical issue in the trend of massive employment shows the relevance of the study frame work, particularly on how the trend spur up productivity in the College. Conclusion from the analysis in this study buttress further that the College experienced the large scale influx of staff with a corresponding challenges and odd practices but yet the productivity status appreciated to the satisfactory level of performance with a significant value of 1.4 within the period under review.

For the purposes of recommendations the paper offers that (1). The Policy makers and leaders in the College must keep tab on the trend of its recruitment exercise and the organisational demands on human resources to ensure that the quest for creation of more Academic departments can be achieve. (2).The College authorities shall ensure that the number of existing vacancies that needed to be fill in is within bearing, in order not to leave task and responsibilities un attended to especially in the Academic departments. And (3). The College leaders must place emphasis on satisfying the requirements of the professional agencies in line with the regulatory activities, most importantly on the check list and the academic appraisals of the College on the staff status, ratio and professionalism.

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