FUDMA International Journal of Social Sciences (FUDIJOSS), Volume 5, No. 2, September, 2025

A Publication of The Faculty of Social Sciences, Federal University Dutsin-Ma, Katsina State, Nigeria

ISSN: 2735-9522 (Print)
2735-9530 (Online)

FUDMA International Journal of Social Sciences (FUDIJOSS)
Vol. 5, No. 2, September, 2025
ISSN: 2735-9522 (Print) ISSN :2735-9530 (Online)

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Publication Fee

Publication fee is ₦30,000 or 150 (USD).

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Three issues of FUDIJOSS would be published per year, in April, September and December, by the Faculty of Social Sciences, Federal University Dutsin-Ma, Katsina State, Nigeria.
Annual subscriptions (2023): Nigeria, ₦10,000 (Individuals), ₦15,000 (Institutions). Outside, 35 (USD)(Individuals); 100 (USD) (Institutions).
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FUDMA International Journal of Social Sciences (FUDIJOSS)
Vol. 5, No. 2, September, 2025
ISSN: 2735-9522 (Print) ISSN :2735-9530 (Online)

THE IMPLICATION OF EMPLOYEES PRODUCTIVITY ON ORGANIZATIONAL PERFORMANCE: EVIDENCE FROM NIGERIAN PUBLIC AND PRIVATE SECTORS

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ABSTRACT

This study examined the effect of employees' productivity on organizational performance in Nigerian public and private sectors in Nigeria. The study adopted Fredrick Herzberg Two Factor Theory of Motivation as its theoretical foundation. Data for the study were primarily generated using structured questionnaires. The study population consisted of 2028 staff of Kano State office of the Head of Service and AA Rano Depot located in Lagos State. The sample size was determined as 327 using Krecie and Morgan (1970) table for determining sample size. Data analysis was carried out through Structural Equation Modeling (SEM) with the help of PLS 4.0. The findings from hypothesis testing showed a statistically significant relationship between employees' productivity and organizational performance. It was revealed that 35.8% of the variations in organizational productivity can be attributed to employee performance. The study found that employee performance is a major determinant factor of organizational productivity in both public and private sectors in Nigeria. The study finally recommended that it is important for organizations both public and private to give their employees enough and sustainable care ranging from motivational packages, better management policies, conducive working environment, effective leadership style for better performance and higher productivity.

Keywords: *Employee, employee productivity, organization, organizational performance, public and private sectors*

Introduction

Background to the Study

Organizations, regardless of being public or private, are fundamentally established to deliver essential services aimed at enhancing the quality of life of the populace. The effective and efficient provision of these services is contingent upon the organization's overall performance. Central to this performance is the productivity of the employees who manage the organization's operations. Employees who are goal-oriented and committed to their roles significantly contribute to improved organizational outcomes. As the primary human capital within any organization, employees play a pivotal role in driving organizational success. This perspective aligns with Mullin's assertion (2019), who opines that organizations whether in the public or private sector, service or manufacturing strive to ensure that all employees are fully engaged and dedicated to their specialized tasks to achieve the organization's objectives.

Employee productivity is widely recognized as a critical determinant of organizational, performance particularly within the dynamic environments of both public and private sectors (Nawawi, 2021; Ferlex, 2022). As noted by Dobre, (2023), in Nigeria, where economic growth and service delivery remain pivotal to national development, understanding the extent to which

employee productivity influences organizational outcomes is essential. More so, Nawawi (2021) posits that employees constitute the fundamental driving force behind an organization's existence and potential, serving as intangible capital that can be transformed into tangible and intangible outcomes critical to organizational survival. The effectiveness of employees is directly linked to their productivity, which in turn influence the attainment of satisfactory organizational achievements. In contemporary settings, organizational performance is largely a manifestation of employee productivity, with both public and private sectors increasingly reliant on workforce effectiveness to achieve enhanced outputs.

Consequently, employee productivity is pivotal to the sustainability and success of modern organizations. The human element in the workplace emerges as a principal determinant of organizational performance, reinforcing the notion that organizations which attract and motivate high-caliber employees tend to achieve superior performance. Ferlex (2022) further supports this view by emphasizing that the success of organizations is heavily dependent on employee productivity, underscoring the imperative for employers and managers to adopt strategies that optimize workforce potential.

Accordingly, for organizational activities to be effectively executed, it is essential that employees possess not only relevant knowledge and skills but also demonstrate strong loyalty to the organization. Achieving high performance is influenced not only by employees' technical expertise but also significantly shaped by their behavioral attitudes toward work (Dobre, 2023). Yardar and Marwah (2015) define work performance as the measurable outcome of an individual's efforts over a specified period, assessed against predetermined standards, targets, or criteria. Therefore, to optimize employee productivity, factors such as work motivation, job-related training, and effective leadership play a critical role alongside other organizational support mechanisms.

Furthermore, with the unpredictable working atmosphere and intense need for effective service delivery, organizations are required to reach certain standards by improving their performance to align with such great demands; otherwise, a lot of problems will surface, including low productivity. This performance relates to the organization or individual level which sees the human resource becoming the most determining factor to achieve the organizations' objectives (Devi & Shaik, 2022). In fact, an abundance of resources such as infrastructures or physical facilities are made meaningless without the support of qualified human resources that directly disrupt the continuity of the organizational operations. Therefore, within the framework of the professionals, good employee performance mirrors the ability to contribute through their works leading to the behavioral achievement that is in accordance with the goals of the organization.

It is against this backdrop that this study was conducted to assess the effect of employee's performance on organizational productivity with the view to identifying and analyzing the factors that contribute in the increase or decrease in employees' productivity at work place. Thus, the study considers selection of public and private sectors to give the research wider coverage.

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Statement of Problem

Organizations in Nigeria, both public and private have for long been battling with inefficiency and low productivity, which resulted to low employees productivity. Despite numerous efforts to enhance productivity, many organizations continue to face challenges related to workforce efficiency, motivation, and skill utilization (Yardar & Marwah, 2015).

Moreover, with the enormous resources, time and efforts invested to curtail this problem, the situation remains unchanged. However, the central issue surrounding organizations in Nigeria today is how to boost employees' productivity for organizational gain. Therefore, it is necessary for organizations to understand the inner force that leads to high employees' productive capacity. This is supported by Joseph & Chinedu, (2022) who found that satisfied employees with a pleasurable feeling resulting from job experience, are more likely to contribute their knowledge, improve their job performance, be creative and cooperate with others because satisfaction is the inner force that drives employees' behavior.

It is argued that committed employees are highly motivated, have good work morale, and work more effectively and efficiently. Although several factors such as performance management (Ado et al, 2020),motivation and work place satisfaction (Dobre, 2023), training and development (Devi & Shaik, 2022), leadership style (Lake, 2017), pay, selection, appraisal system, job design and compensation (Joseph & Chinedu, 2022) etc have been identified as the determinants of employee's productivity and organizational performance, however, it is worth mentioning that most of the previous studies on employee's productivity were not directly related to Nigerian environment. Therefore, some of the findings of these studies may not be applicable to Nigeria. While extensive literature highlights the critical role of employee productivity in driving organizational performance globally, there remains a notable lack of empirical research focusing specifically on the comparative dynamics between public and private sectors within the Nigerian context. Most existing studies tend to either generalize findings across sectors or emphasize one sector without addressing the unique challenges and operational environments influencing employee performance in each.

Additionally, the complex socio-economic factors, cultural nuances, and organizational practices distinctive to Nigeria are often underexplored, limiting the applicability of generalized theories to local realities. Furthermore, there is insufficient insight into how motivational factors, leadership styles, and training programs differentially impacted employee productivity across sectors. This study aims to fill these gaps by providing a sector-specific analysis that captures the contextual variables influencing employee productivity and their subsequent effect on organizational performance in Nigeria's diverse economic landscape.

Research Questions

Certainly, this study intended to address the following questions;

i. What is the relationship that exists between employee productivity and organizational performance?
ii. What are the factors responsible for increasing or decreasing employee productivity in relation to organizational performance?
iii. What are the workable solutions to the persisting problems of employee low productivity in both the public and private organizations?

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Objectives of the Study

The primary aim of this study is to assess the effect of employee productivity on organizational performance, with specific reference to some selected public and private organizations in Nigeria.

The objectives of the study are stated below;

iv. To examine the relationship that exists between employee productivity and organizational performance.

v. To identify the factors responsible for increasing or decreasing employee productivity in relation to organizational performance.

vi To find out some workable solutions to the persisting problems of employee low productivity in both the public and private organizations

Research Hypotheses

H_{01} Employee productivity has no significant effect on organizational performance in the selected public & private organizations in Nigeria

H_{02} Organizational incentives do not significantly influence the relationship between employee productivity and organizational performance in the selected public & private organizations in Nigeria

Scope of the Study

The scope of this study encompasses an in-depth examination of the impact of employee productivity on organizational performance, focusing on Kano State Head of Service and A.A Rano depot located in Lagos. The research will delve into the factors influencing employee productivity, such as job satisfaction, motivation, training, and leadership styles, and assess how these factors contribute to or hinder organizational performance. By conducting a comparative analysis between public and private sectors, the study aims to identify sector-specific nuances that may shape the relationship between employee productivity and organizational performance. Specifically, the study will cover period of five years (2018 – 2023). This primarily stems from the fact that this timeframe is marked by increasing concern regarding organizational performance, attributed to diminished employee productivity and various challenges that affected the overall output of the organizations.

Literature Review and Theoretical Framework

Conceptual Clarification

Employees Productivity

Productivity incorporates the resulting outcomes of the performed actions of employees based on their expertise and skills. In organizational settings, employees' productivity is the accumulate result of the skills, efforts and abilities of all the employees contributed in organizational improved performance leading towards its goal achievement. Improved organizational performance indicates the efforts towards goal achievement while requiring more efforts in terms of improved employee productivity (Ellinger et al, 2023). Employee productivity is among the critical factors that contribute significantly in organizational success. The term "employee productivity" signifies individual's work achievement after exerting required effort on the job which is associated through getting a meaningful work, engaged profile, and compassionate colleagues and employers around (Kenny, 2019).

Additionally, learning organizations play important role in enhancing employee productivity through providing trainings and developments for their employees (Gitongu et al, 2016).

Moreover, management standards to measure employee productivity also play critical role in improving employee efforts as they provide the picture of actual performance and its alignment with the benchmarks. If discrepancies found, then these standards help bringing the outputs again towards their required levels (Mackay et al, 2024). Thus, employee's productivity also depends on their internal satisfaction towards their job. If employees are satisfied from their jobs as well as the organization, then, they are more keenly interested to perform well towards organizational goal achievement (Harter et al, 2022). This is corroborated by Adamu, et al., (2025) who emphasized that employees with low levels of job satisfaction often become disengaged, which negatively affects organizational performance. Also, Georgios (2018) opines that low job satisfaction can result in work strikes, poor performance, and high employee turnover. Since an organization's success depends on employee productivity which is closely tied to overall performance, (Awang, Ahmad, &Zin, 2010).

Organizational Performance

Organization is a social unit, such as an institution or an association that has a collective goal and is linked to an external environment (Joseph, N.C & Chinedu, 2022). Performance in the order way round has been generally defined as a ratio of measure of output to a measure of some or all of the resources used to produce this output (Yadar & Marwah, 2015). According to Kenny (2019), Performance is referred to as a process in which an entity such as firm or industry, or at the aggregate level on economy, is putting the desired efforts resources in the production process to generate output in the form of goods and services. In similar vein, Boyle (2016) posits that performance is a measure of the amount of output generated per unit of input. Hence, Performance is an overall commitment resulting to the ability to produce a good or service. More specifically, according to Farlex (2022), organizational performance is the actual output/results of an organization obtained when measured against its intended outputs (goals and objectives).

In the other direction, organizational performance is the achievement of actual results or outputs in comparison to anticipated results (Ellinger et al, 2023). Organizational performance involves comparing an institution's performance to its aims and objectives. It also relates to the degree to which an organization carries out or achieves its set goals and objectives. A level of accomplishment that represents an organization's success, organizational performance is the outcome of members' activity within the organization. The outcome of a certain process that is carried out by every area of the organization against specific sources (input) is another way to explain performance. Furthermore, performance is also the outcome of many procedural actions used to accomplish specific organizational objectives (Adamu, et al, 2025). Therefore, setting corporate goals and increasing knowledge are essential to achieving organizational performance, and these goals

Moreover, Venkatraman and Ramanujam (1986) determined three criteria for evaluating organizational success: organizational effectiveness, operational performance, and economic output. An organization's productivity and effectiveness can also be used to determine its overall performance (Baldwin, 1978). Although effectiveness and efficiency are the main focus of organizational performance, there is a more comprehensive view that also takes discipline, feedback, and stakeholder interaction into account (Arshad et al., 2019). Various stakeholders may prioritize different measures based on their objectives and areas of interest, and they may have differing opinions about what makes an organization perform. But an organization's success and sustainability depend on its ability to measure and improve its performance. By doing so, businesses can meet their goals, stay competitive, and add value for their stakeholders (Anderson & Trujillo, 2022).

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Public and Private Sectors

According to Sani (2017) public sector is described as government owned organization that are established primarily to provide services for its citizens. Mullins (2019) stressed that public sector consists of the organizations; enterprises etc owned and managed by government intended to serve all members of the community through the provision of basic and infrastructural services.

In general terms, the public sector consists of governments and all publicly controlled or publicly funded agencies, enterprises, and other entities that deliver public programs, goods, or services. It is not however; always clear whether any particular organization should be included under that umbrella. Therefore, it is necessary to identify specific criteria to help define the boundaries. However, the concept of public sector is broader than simply that of

core government and may overlap with the not-for-profit or private sectors. For the purposes of this guidance, the public sector consists of an expanding ring of organizations, with core government at the center, followed by agencies and public enterprises. While clarifying the two concepts, Mullins (2019) described private sectors as those organization belonging to a group or individuals who perform services strictly for profit making.

Theoretical Framework

Frederick Herzberg Two-Factor Theory

This study adopted Frederick Herzberg's theory as its theoretical framework that explains the phenomenon of the study. The theory distinguishes between two sets of factors influencing employee behavior, actions and productivity in organizations: They include "Hygiene factors and Motivators". Motivators are connected to job content, contribute to job satisfaction, while Hygiene factors are associated with job context, alleviate dissatisfaction when present but alone do not guarantee job fulfillment. Examples of Hygiene factors include company policy, basic needs, and salary, while Motivators encompass challenging tasks, recognition, and opportunities for advancement. Herzberg emphasizes that managers should address both sets of factors, providing Hygiene elements to minimize dissatisfaction and ensuring the presence of Motivators for employee motivation and satisfaction, leading to higher productivity. The theory suggests that conditions such as achievement opportunities, recognition, competency-task fit, and learning opportunities are essential for job satisfaction. The Motivation-Hygiene theory is relevant to this study, as it highlighted the importance of both Hygiene factors and Motivators in understanding the relationship between motivation, employees productivity in both the public and private organizations.

Methodology

Methods of Data Collection

This study is quantitative in nature and was designed to focus mainly on primary source of data. Data for the research were collected using structured questionnaires across the two case study areas.

Population of the Study

The population of this study is large, having involved two (2) organizations namely Office of the Head of Service, Kano, and AA Rano Depot located in Lagos. The selection of the case study areas is done in order to give the research a wide range of coverage so as to arrive at a dependable result. The population of the study therefore involved the entire population of the above-mentioned organizations.

Sample Size and Sampling Techniques

The study distributed questionnaires to the respondents selected using the proportionate sampling procedure. This is because the population of the organizations differs. 5 points Likert-type rating scale questionnaires were used to simplify the exercise for the respondents and make the result accurate and authentic. The study comprises 2028 population and the sample size of 327 was determined using Krecie and Morgan's (1970) table of determining sample size.

Method of Data Analysis

The data collected from the respondents were analyzed using Structural Equation Modeling (SEM) with the help of Smart PLS. 4.0. This is deliberately done in order to produce accurate and dependable results.

Descriptive Statistics

		Mean	Standard deviation	Decision
EP10	I came up with creative solutions for new problems	3.371	1.131	Agreed
EP11	I took on extra responsibilities	3.232	1.061	Undecided
EP12	I continually sought new challenges in my work	3.287	1.225	Agreed
EP13	I actively participated in meetings and/or consultations	3.396	1.069	Agreed
EP6	On my own initiative, I started new task when my old tasks were completed	3.018	1.165	Undecided
EP8	I worked on keeping my job-related knowledge up-to-date	3.492	1.06	Agreed
OI3	Your organisation provides a fair and adequate compensation on retirement.	3.095	1.227	Undecided
OI4	Your organisation ensures appropriate social security and health insurance for employees.	3.33	1.239	Agreed
OI8	Your organisation allows career opportunities and development for employees.	3.914	1.17	Agreed
OI9	Employees are promoted when they earn academic qualifications or training	3.804	1.103	Agreed
Op10	Our customer compliments are on a continuous increase	3.52	1.188	Agreed
Op11	Our customer loyalty is increasing continuously	3.018	0.983	Undecided
Op7	Our targets of net profits after taxes are usually achieved	3.535	1.154	Agreed
Op8	Our financial liquidity is always in a healthy position	3.468	1.172	Agreed
Op9	Our public image is constantly on the increase	3.314	0.91	Agreed

Source: Field Work, 2024

Table 4.0 showed mean responses of 3.371, 3.232, 3.287, 3.396, 3.018 and 3.492 on the questions on employee productivity with standard deviations greater than 1.0, which implies that the respondents agree about their productivity as measured by the questions, this is in exception of the questions 11 and 6 which they are undecided. This implies that organizational performance depend on employee productivity.

The questions on organizational incentives pull mean responses of 3.095, 3.33, 3.914 and 3.804, with standard deviations greater than 1.0, indicating the majority of the respondents also

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agree about the assertions raised in the questions except for question 3 to which they are undecided. This implies that organizational incentives do not significantly influence the relationship between employee productivity and organizational performance in public & private organizations in Nigeria.

The questions on organizational performance also pull mean responses of 3.52, 3.018, 3.535, 3.468 and 3.314, respectively, meaning that majority of the responses agree to the assertions raised about the organizational performance. This implies that employee productivity has significant effect on organizational performance in public & private organizations in Nigeria.

Structural Equation Modelling (SEM) Results

The measurement model of the reflective indicators and the loading of each indicator are presented including composite reliability (CR) for internal consistency and Average Variance extracted (AVE) for construct validity. The process involved a series of iterations until the loadings of items measuring individual constructs stood within the threshold as recommended by in Hair *et al* (2013) which states that reflective indicators with loadings greater than 0.7

should be retained, while those between 0.4 and 0.7 will be retained depending on the average variance extracted, which threshold is 0.5. Quite a number of indicators were expunged from the models leaving the model with the indicators as depicted in the Fig 4.1

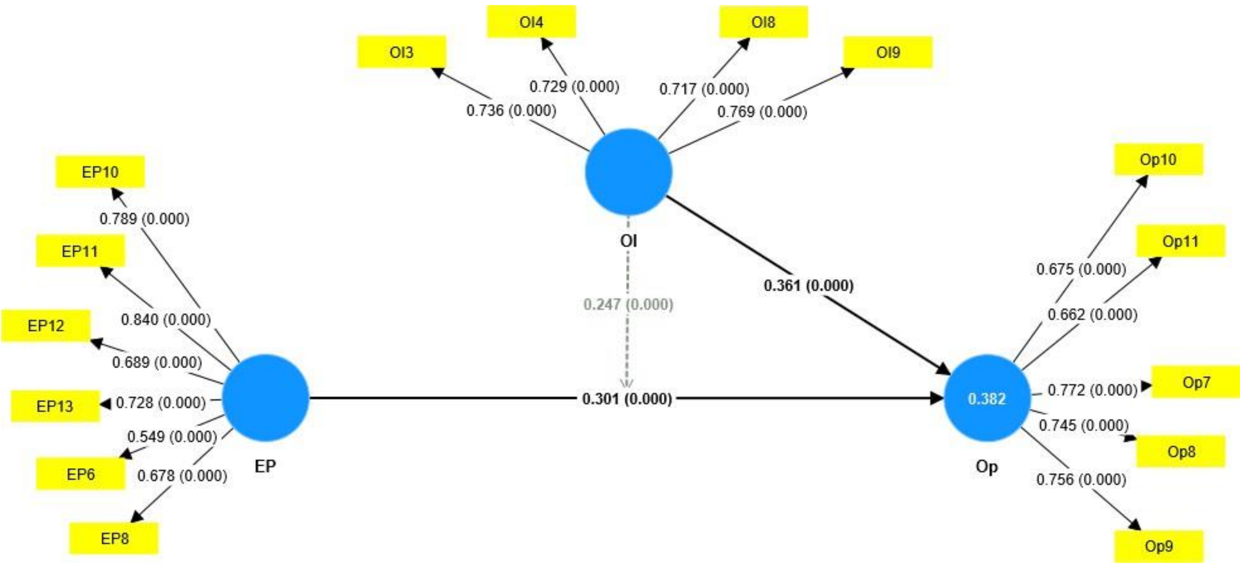

Fig 4.1. Research Model

Construct Reliability & Validity

Upon the last iteration that gave rise to the selected indicators the constructs and their measurements are considered valid as they fall within the threshold.

Table 4.2 Construct Reliability & Validity

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (|O/STDEV|)	P values
EP -> Op	0.301	0.305	0.051	5.887	0.000
OI -> Op	0.361	0.365	0.049	7.348	0.000
OI x EP -> Op	0.247	0.247	0.033	7.393	0.000

Source: Smart PLS4 Output, 2024

The composite reliability (CR) for internal consistency and Average Variance extracted (AVE) for construct validity are shown in table 4.2 and meet the threshold.

Table 4.3 Discriminant Validity (Fornel Larker Criterion)

	EP	OI	Op
EP	0.718		
OI	0.393	0.738	
Op	0.453	0.461	0.723

Source: Smart PLS4 Output, 2024

Furthermore, to test the discriminant validity, the study utilized Fornel Larker (1981) criterion which states that the square root of AVE a construct should be greater than its correlation with other constructs in the study as shown in Table 4.3. The values show that the criterion is satisfied.

Test of Hypotheses

To ascertain the effect of … Style on organisational performance, Bootstrapping was done by using 500 cases and 5000 subsamples. Tables 4.4, 4.5 and 4.6 show the summary the entire model

Table 4.4 Coefficient of Determination (R^2)

	R-square	R-square adjusted
Op	0.382	0.376

Source: Smart PLS4 Output, 2024

The R^2 stood at 0.382, which indicates that 38.2 percent of variations in organisational performance in the institutions under study is accounted for by employee performance as captured in this study; while the remaining 61.8 percent are explained by other factors not captured in this model.

Table 4.5 Overview of Structural Model Analysis

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (|O/STDEV|)	P values
EP -> Op	0.301	0.305	0.051	5.887	0.000
OI -> Op	0.361	0.365	0.049	7.348	0.000
OI x EP -> Op	0.247	0.247	0.033	7.393	0.000

Source: Smart PLS4 Output, 2024

Table 4.6 Effect Size (f^2)

	EP	OI	Op
EP			0.123
OI			0.177
Op			
OI x EP			0.132

Source: Smart PLS4 Output, 2024

Hypothesis I

H_{01} Employee productivity has no significant effect on organizational performance in the selected public & private organizations in Nigeria

Employee productivity has a positive effect on Organisational performance ($\beta = 0.301$, t-stat $= 5.887$, p-value < 0.05). The positive beta coefficient implies that an increase in the employee productivity will lead to an increase in organisational performance. The effect size of employee productivity on organisational performance stood at 0.123 which indicates that it has a medium effect on the endogenous variable following Cohen's (1988) criterion that effect sizes of 0.02, 0.15, and 0.35 are small, medium and large, respectively.

The p-value being less than 0.05 indicates that this positive effect is significant at 95 percent confidence level which gives the study enough statistical evidence to reject the null hypothesis, H_{01}, which states that employee productivity has no significant effect on organisational performance in the selected public and private organisations in Nigeria; and accept its alternate, H_{11}, which states that employee productivity has a significant effect on organisational performance.

Hypothesis II: Moderator Effect

H_{02} Organizational incentives do not significantly influence the relationship between employee productivity and organizational performance in public & private organizations in Nigeria

The moderating result shows that organisational incentives significantly influence the relationship between employee productivity and organisational performance ($\beta = 0.247$, t-stat $= 7.393$, p-value < 0.05). The positive beta coefficient implies that organisational incentives positively affects the relationship between employees' productivity and organisational performance. The effect size of organisational incentives on the relationship between employees' productivity and organisational performance stood at 0.132 which indicates that it has a small effect on the endogenous variable following Cohen's (1988) criterion that effect sizes of 0.02, 0.15, and 0.35 are small, medium and large, respectively.

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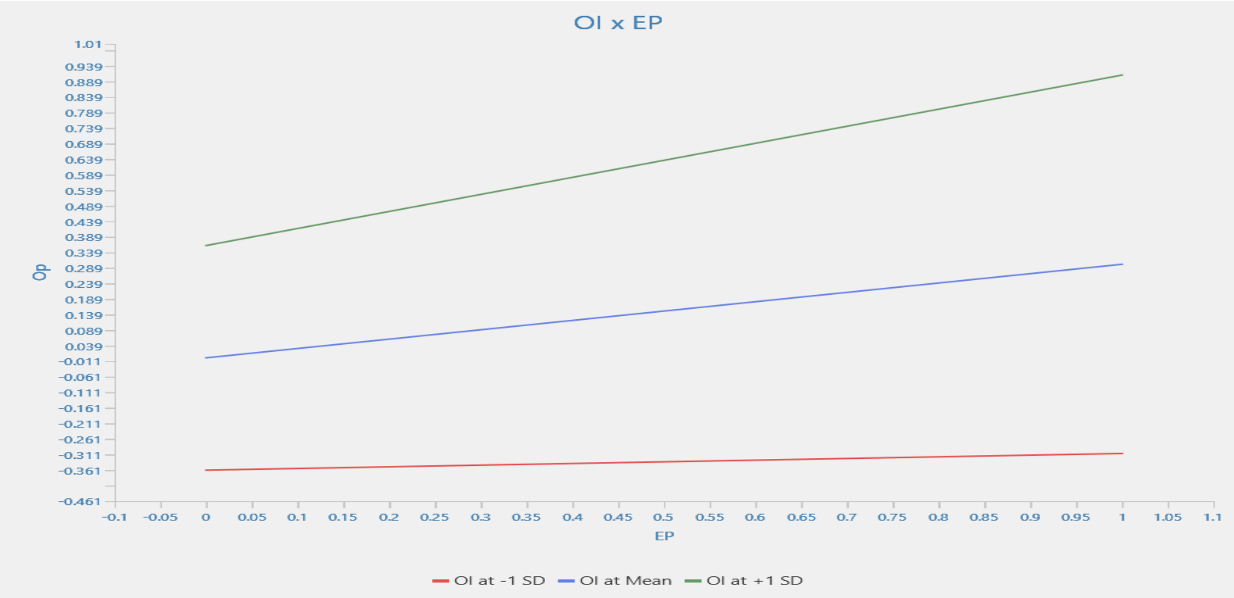
Vol. 5, No. 2, September, 2025
ISSN: 2735-9522 (Print) ISSN :2735-9530 (Online)

Fig 4.2 Simple Slope Analysis



Source: Smart PLS4 Output, 2024

From the simple slope analysis in Fig 4.2, the red line (OI at +1 SD) is least steeper, indicating that at a high organisational incentive, employee productivity would only have a less proportionate impact on organizational performance, supporting the moderating effect of employee productivity has on organisation performance but indicating a very low impact.
The p-value being less than 0.05,however, indicates that this positive moderating effect is significant at 95 percent confidence level which gives the study enough statistical evidence to reject the null hypothesis, H_{02}, which states that organizational incentives do not significantly influence the relationship between employee productivity and organizational performance; and accept its alternate, H_{12}, which states that organizational incentives do not significantly influence the relationship between employee productivity and organizational performance.

Discussion of Findings

The study investigates the effect of employee's productivity on organizational performance in public and private sectors in Nigeria. A number of findings were arrived at which are stated as follows:

i. It was revealed that employee productivity has a positive and significant effect on organizational performance in public and private organisations in Nigeria. This implies that increased employee productivity will significantly increase organizational performance.

ii. It was also discovered that organisational incentives positively and significantly influence the relationship between employee productivity and organisational performance. This implies that organizational incentives increases the positive effect of employee productivity on organisational performance, however, in a less proportionate manner. In other words, where organisational incentives are increased, the positive effect which employee productivity has on organisational performance would increase slightly.

iii. The research findings indicate a statistically positive and significant relationship between employee productivity and organizational performance in both the selected public and private sectors in Nigeria. This means that high-performing employees contribute substantially to enhance overall productivity. However, while the correlation is consistent, there are variations in the factors influencing employee productivity in public and private sectors. Public sector performance is influenced by factors like job security and organizational culture, whereas the private sector is more affected by performance-based incentives and career advancement opportunities.

iv. Moreover, the study findings discovered that employee training and development and other motivational packages emerged as a critical factors influencing performance across both sectors. Continuous skill enhancement positively impacts employee capabilities, job satisfaction, and, consequently, organizational performance.

v. The study also found out that effective leadership and management practices play a pivotal role in shaping employee productivity. Therefore, clear communication, supportive leadership, and fair management practices positively impact the work environment, fostering higher levels of employee engagement and productivity.

Conclusions and Recommendations Conclusion

The assessment of the effect of employee productivity on organizational performance in public and private sectors in Nigeria underscores the critical role of competent workforce in shaping and attaining overall organizational objectives. The findings reveal that employee productivity significantly influences organizational performance in both public and private sectors. Positive correlations between employee productivity and performance were identified, emphasizing the importance of a motivated and skilled workforce in achieving organizational goals. However, variations exist in the factors influencing productivity in these sectors, suggesting the need for sector-specific strategies for optimizing employee productivity.

Furthermore, it is evident that investing in employee training, recognition programs, and fostering a conducive work environment are pivotal for enhancing productivity and, consequently, realizing organizational performance. The study highlights the significance of tailored management approaches to harness the full potential of the workforce. Ultimately, these insights provide valuable guidance for both public and private sector entities in Nigeria to implement targeted initiatives aimed at maximizing employee productivity and, consequently, organizational performance.

Based on the above findings, the study recommended that;

i. Organizations should tailor their strategies to the sector-specific factors influencing employee productivity. In the public sector, emphasis should be placed on fostering job security and cultivating a positive organizational culture to enhance employee productivity. In contrast, the private sector should focus on implementing performance-based incentives and providing clear pathways for career advancement. Recognizing and addressing these sector-specific influencers will allow organizations to optimize employee productivity, thereby positively impacting overall organizational performance. Additionally, organizations could benefit from sharing best practices across sectors to create a more comprehensive approach to employee productivity management.

ii. Organizations should prioritize continuous employee training and development programs to enhance skills and competencies. This investment contributes to increased employee confidence, job satisfaction, and improved productivity.

iii. The organizations also prioritize the development of leadership skills through training programs. Leaders should be equipped with communication strategies that emphasize transparency and clarity, fostering an environment where employees are well- informed and aligned with organizational goals. Additionally, initiatives promoting supportive leadership styles, such as empathy and active listening, should be implemented to enhance the overall work culture. Organizations must also focus on creating fair and equitable management policies, ensuring consistency and transparency in decision-making processes. By prioritizing these aspects, organizations can foster a positive work environment, boost employee engagement, and ultimately enhance productivity levels across the board.

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