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A RECIPE FOR EFFICIENT AND CORRUPTION- FREE PUBLIC SECTOR

Oliver Okechukwu Okanazu¹ – Maureen Anayo Madu² – Samuel A Igboke³

^{1,2} Faculty of Vocational and Technical Education, Department of Business Education, University of Nigeria, Nsukka, Enugu, Nigeria

³ Faculty of Education, Department of Business Education, Ebonyi State University, Abakiliki, Ebonyi State, Nigeria

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Abstract

This study centred on innovative practices that the management of public sector in Nigeria, Enugu State in particular should adopt to ensure efficient and corruption-free public sector. Three research questions and three null hypotheses guided the study. The study contains the research results conducted in the Ministry of Finance and Local Government Affairs of Enugu State, Nigeria. The ministry consisted of 521 senior and junior members. A questionnaire survey was applied to collect the necessary data. The chosen method was validated by three experts. The Cronbach Alpha Reliability Method was used, and a general reliability coefficient of 0.83 was obtained. The obtained data was analysed and the set hypotheses tested using mean, standard deviation and t-test statistics. Generally, the study found out that public sector managers in Nigeria, Enugu States in particular agreed that the innovative recruitment/selection, training/development, compensation/motivation practices will serve as a recipe for efficient and corruption-free public sector.

Key words

Innovation, Personnel management, Innovative personnel management, Public sector

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Introduction

No institution, organisation or establishment will work efficiently without having credible, sound and innovative personnel. Having an innovative personnel will not only bring efficiency, but will also go a long way in stemming the tide of corruption which has eaten deep into the fabrics of most public offices/organisations especially in Sub-Saharan Africa, which Nigeria is a part of. In this study, the researchers gave an insight into innovative personnel management practices that might serve as a recipe for efficient and corruption-free public offices in Enugu State, Nigeria. The emphasis of the researchers was on two ministries, The Ministry of Finance and the Ministry of Local Government Affairs. These ministries were found to be the ministries with the highest rate of inefficiency among its personnel, which in most cases resulted in corruption and mismanagement of public resources (Enugu State Government 2018). Recently, the personnel management has assumed an interesting role in solving organizational problems in a scientific and sophisticated manner, thereby creating a smooth society, where output can be achieved at an increasing pace. According to Kalpana (2018), human relations and human behavioural school of management emphasized the role of people - staff in organizations. Adopting new measures on how to treat staff well in an organization will help in getting the desired results efficiently and effectively. Personnel psychology, sociology and other related behavioural sciences have also emphasized the importance of treating employees well, using new methods in order to get things done through them, so as to contribute to the success of the enterprise/organization. In fact, proper personnel management will ensure proper recruitment, selection, placement and induction of workers into their respective duties. It is glaring now that for any organization to have efficient and corruption-free staff; it must adopt new ways of personnel management, which should start with the proper recruitment process. For instance, selecting the right employee and assigning them to the right positions at the right time, will result in success of the organization.

Furthermore, new way of personnel management will enable the organization conduct various training programmes, seminars and development programmes for the employees in order to keep them abreast of the current developments in their respective fields (Shaw, 2018). It will equally help in the evaluation of employees' performance within any given organization. Employee performance appraisal is very important, especially in public offices. Performance appraisal will not only help in determining the efficiency of employees, but will also improve their potentials in future endeavours. This study therefore, serves as a mean of steaming inefficiency and corruption among public office personnel as a result of poor personnel management practices. The innovative personnel management practices serve as a recipe for efficient and corruption-free public sector in Enugu state and Nigeria at large.

Theoretical background

In the present global and competitive environment, most of the organizations, also the public offices are trying to satisfy their clients' needs in innovative ways. As the society is evolving, innovation becomes increasingly important for the public sector to survive. Globalization requires institutions, public offices and public sector to generate an endless stream of new ideas, systems, technologies, services and innovative practices. The new paradigm is, "Innovation is the hallmark of survival. When the going gets tough, the tough innovates" (Okanazu, 2018). Whether we talk about innovation or change, this change can take several forms. Innovation is a positive, constructive, and productive change. Change is inevitable, so as to maintain a competitive advantage in terms of constantly changing demographics, technologies and globalization trend is essential (Siltala, 2010).

Several definitions have been offered for innovation, each of them are different. Edison, Ali, & Torkar (2013) emphasized that innovation involves all the entire activities. It begins with formulation of an idea in order to achieve the goals and objectives set by a particular organization. Innovation is rather redesigning the idea than generating a completely new one. . According to Anthony, Johnson, Sinfield, and Altman (2008), innovation generally refers to rebirth of useful ideas that will refresh the activity of the organization. In order to achieve a meaningful effect of the implemented ideas, the company managers should change their decision-making approach. Personnel managers must show innovative approach to management (Iansiti, Lakhani, Karim, 2017). Hence, for any idea to be seen innovative in personnel management, it must bring an improved, efficient and effective ways of doing things (Salge, & Vera, 2009)^A. For public offices to be successful, they have to apply innovations with regard to internal systems and methods so as to create and sustain a source of competitive advantage (Salge, & Vera, 2012)^B. Thus, for any innovation to exist and survive in any public office, adequate personnel management should be adopted in organizations.

Personnel management according to allbusiness.com (2018) is defined as a systemic way of recruiting and training employees to be more resourceful to the organization. It is part of the organization's human resource management issues, focusing on employees' identification, selection and general development. Peter (2018) asserts that personnel management helps in maintaining staff collaboration, organizational staff needs and the employer – employee relationship. Smriti (2018) citing Flippo and Jucius says that personnel management deals with the acquisition, improvement and preservation of the personnel of an organization for the sole aim of contributing toward the achievement of organization's main goals and objectives as successfully and inexpensively as possible. In order to achieve this objective, the personnel managers have to consider the interest at all levels of personnel and community to the highest degree. Personnel management should enable the employee to provide the appropriate contribution that serves the success of the organization (The British Institute of Personnel Management 2016).

In the context of this study, personnel management is an act/process that is being utilized by organizations in recruiting/selection of their staff, training/development of their staff to become an efficient and effective workforce and at the same time compensating/motivating them to do their best in order to achieve the organizational goal. In our present day society, no organization or public office will achieve a desired result without embracing innovative personnel management practices. Innovative personal management involves the combination of new ideas and methods in recruitment, training, development and motivation of organization's staff to achieve the desired result in any given task. It also entails radical and most efficient and effective way of doing things in an organization with regard to the staff, the adoption and diffusion of innovations in the organization and especially among its staff, which can be attributed not only to external environmental forces but also to social processes (Nomita, 2018). Innovative Personnel management is focusing on core administrative functions e.g. employee recruitment and training, job description and job analyses, keeping record of employee activities, employee motivation, benefits and safety issues. . These may be summarized into three broad areas: 1) the recruitment/selection of staff, 2) training/development of staff, 3) compensation/motivation of staff.

Recruitment/selection of staff refers to all approaches and systematic methods used in engaging the right and competent individual either on permanent or temporary bases to carry out a given task(s) in the organization (Zarei, and Wong, 2014). According to Martin (2016), recruitment is a method of determining the most qualified candidate that will do a given job and engaging them in cost effective manner. It is a tool or procedure adopted while searching for potential employees. It equally involves inspiring and motivating them to apply for jobs in the organization. Since recruitment/selection of staff plays a pivot role in any organization, it will likely be a recipe for efficient and corruption-free public offices if done in an innovative way. Innovative recruitment/selection practices according to Darling (2007) encompass all the best, current technological driven and cost effective practices adopted in the process of recruitment/selection. The success or failure of any organization depends on the professionalism of the employee they were able to engage. Innovative recruitment/selection practices will also enable organizations and public offices to employ staff whose skills are properly align with the organizational goals, policies, laws and societal trends. These employees will not only bring efficiency and effectiveness but will also prevent the presence of corruption.

Furthermore, training/development of staff helps to achieve the organization goals. While training is a tool to gaining new, up-to-date knowledge and competency in a given job, development on the other hand, is more encompassing. It is heading towards staff growth and increased performance rather than the current activity conducted by the employee. (Shrm, 2019). Thus, innovative training/development practices include recent practices aimed at improving the knowledge and skills gained by employees in any given job to remain relevant in this competitive society. Excellent training and development mechnism enables the institutions to preserve their most competent staff in order to boost profit. In fact, staff training and development programmes have become crucial, especially nowadays, when institutions are becoming selective in engaging individuals with higher abilities and competencies to achieve efficient service delivery. Therefore, organizations must handle their top talented staff well and retain them to maintain organizational growth. As organizations are expanding and they are

increasing their capacity, it is increasingly essential that training and development programmes will not only be viable, but will be a key to organizational success. (Gorman, 2018). According to Arte (2016), training the new and existing employees, can be the biggest challenge for the organization, especially in a rapidly changing global environment. The seven key steps the public sector should consider in providing an effective training and development program include: benchmark against competition, employees survey, aligning training with the management's operating goals, run it as business, include it in the company culture, keep pace with innovation and measuring results. Therefore, introducing innovative training/development practices will not only serve as a recipe for efficient and corruption-free public offices, but will also align the employees with global trend in the field of their specialization.

No employee will perform better no matter the amount of training/development given without adequate compensation/motivation. Compensation refers to any kind of benefit provided for an employee an employee(s) in return of his/her work in the organization. . Compensation is not only a financial reward e.g. wage resp. salary, but also other non-financial incentives provided for the employee by the company (Kappel, 2018). Companies can compensate their staff by salary, commissions, overtime payment and bonuses. . On the other hand, motivation is that internal and external factor that enables the individual being more committed in performing a job or task to achieve the desired result. (businessdictionary.com). Motivation is the set of different visible and invisible factors resulting in achieving the desired result. Motivation according to Parker and Wang (2016) is the reason for people's actions, willingness to act and achieve goals. It can be approached as an element inspiring the individual or public office resp. organization to move forward. Mastering motivation will allow one to have sustained and deliberate practice, which will bring high level of achievement. Motivating employees to become more innovative as Alicia (2018) noted, is something an organization willing to expand and grow has to ensure. The future success of any organization, especially in the public sector depends largely on the ability of the organization to motivate their employees.

According to Ikwumezie (2009), the public sector plays an essential role in the quality of our lives. It supports the way we manage our lives,, develops and delivers social programmes and protects our interests and values in the world. The public sector involves all those institutions not in private ownership, but, set up and financed by the government. According to Adimmadu (2003), public sector is that administrative structure, by which the policies and programmes of the government are initiated, appraised and implemented. Ihe and Umeaka (2006) emphasized that public sector refers to the area of the nation's financial system controlled and monitored by the national government. It is the segment, where decisions of what to do, how to do and for whom it will be done (represented by the government). In Nigeria, public sector consists of institutions and agencies under the three tiers of the government (Nnamocha, 2002). Public sector as postulated by Salisu, (2018) is represented by any organization with the responsibility of formulating and implementing government policies, programmes, plans and actions aimed at providing essential services for the citizens. The author noted that public sector in Nigeria is a mandatory institution under the Nigerian Constitution of 1999 with the mandate of providing public service. From the definition above, it is clear that Nigeria has employees in the public sector running into millions across different institutions. These institutions such as ministries and extra-ministerial departments carry out the activities of government at all levels of governance. Their main duty is to implement government plans, policies and programs.

It is worrying that the public sector in Nigeria, especially the one in Enugu state is still characterized by high level of inefficiency in delivering their mandate. The question is, what caused the public sector corruption and inefficiency? It is not easy to discuss the level of corruption and inefficiency in government institutions. The following factors are worth noting as the hallmark of public sector inefficiency and corruption: greed among public service employees, poor quality service by the administrators, poor career development mechanism, tribalism, nepotism, bureaucracy among top administrators, incompetency, illiteracy, poor motivation, inadequately trained staff, constant change in government policies and policy summersault, misplacement of priorities, poor standard of living, weak institutions, poor execution of government plans, policies and programmes due to political instability, autocratic nature of decision-making resulting in poor quality jobs, erosion of public confidence in the service. . It is essential to make the public sector more efficient and effective by applying innovative personnel practices. The researchers set out to determine how innovative personnel management practices will serve as a recipe for efficient and corruption-free public sector in Enugu States, Nigeria.

Material and methods

The main purpose of the study was to determine the innovative personnel management practices that will serve as a recipe for efficient and corruption-free public sector in Enugu States, Nigeria. Specifically, the study determined the innovative recruitment/selection practices, innovative training/development practices and innovative compensation/motivation practices that will lead to establishment of efficient and corruption-free public sector.

The following null hypotheses were formulated to guide the study and were tested at 0.05 level of significance:

- H0₁: There is no significant difference in the mean ratings of the ministries staff on the innovative recruitment/selection practices that will serve as a recipe for efficient and corruption-free public sector in Enugu States, Nigeria based on their designation.
- H0₂: There is no significant difference in the mean ratings of the ministries staff on the innovative training/development practices that will serve as a recipe for efficient and corruption-free public sector in Enugu States, Nigeria based on their carder.
- H0₃: There is no significant difference in the mean ratings of the ministries staff on the innovative compensation/motivation practices that will serve as a recipe for efficient and corruption-free public sector in Enugu States, Nigeria based on their gender.

The study used the survey research design. In the opinion of Nworgu (2015), survey research design makes possible the collection and analysis of data obtained from the target group. Also, Fraenkel, Wallen and Hyun (2012), noted that survey research design involves asking the same set of questions from different individuals. This study was limited to the Ministry of Finance and the Ministry of Local Government Affairs of Enugu States, Nigeria. These ministries were chosen due to high level of inefficient and corruption rate among their staff. The respondent sample was made up of 521 senior and junior staff members of the Ministries of Finance and the Ministry of Local Government Affairs of Enugu State, Nigeria. Instrument for data collection was a structured 33 item questionnaire, "Innovative Personnel

Management Practices a Recipe for Efficient and Corruption-Free Public Sector Questionnaire” (IPMPRECFPSQ). The questionnaire was structured into a four-point rating scale of “Strongly Agree” (SD)-4 points, “Agree” (A)-3 points, “Disagree” (D) - 2 points, and “Strongly Disagree” (SD)- 1 point respectively. Three experts validated the instrument. One from the perspective of measurement and evaluation and two from the Department of Business Education, University of Nigeria, Nsukka, Enugu State. The Cronbach Alpha reliability method was used and an overall reliability coefficient of 0.83 was obtained. Copies of the research instrument were distributed and the collection was on the spot to avoid losing on transit. 513 copies out of 521 copies administered were retrieved representing 98% rate of return. Mean and standard deviation were used in answering the research questions and null hypotheses were tested using t-test at 0.05 level of significance.

Results and discussion

Result of the innovative recruitment/selection practices as a recipe for efficient and corruption-free public sector.

H0₁: There is no significant difference in the mean ratings of the ministries staff on the innovative recruitment/selection practices that will serve as a recipe for efficient and corruption-free public sector in Enugu States, Nigeria based on their designation.

The data for answering the first research question and testing the first null hypothesis are presented in Table 1.

Table 1: Mean Responses on innovative recruitment/selection practices as a recipe for efficient and corruption-free public sector.

S/N	Item Statements	\bar{X}	SD	Remarks	Sig t-value	Remarks
1	Establishment of a well-planned recruitment/selection processes and follow it squarely	3.63	.35	SA	0.00	S
2	Engaging highly-skilled recruiters and keep training them on innovation processes	2.77	.55	A	0.18	NS
3	Establishment of a strong relationship with hiring managers and recruitment specialists	2.77	.89	A	0.13	NS
4	Setting up a career website, where the hired employees can be monitored	2.92	.83	A	0.91	NS
5	Using smart sourcing tools and technologies during recruitment/selection	2.74	.81	A	0.02	S
6	Implementation of cordial candidate-management relationship.	2.84	.58	A	0.59	NS

7	Automation of reporting procedures in recruitment and selection.	2.74	.77	A	0.32	NS
8	Practicing increased transparency during recruitment/selection	3.15	.66	A	0.14	NS
9	Ensuring that the recruiters possess proper certificates and qualifications	2.94	.70	A	0.00	S
10	Involvement of current employees, other relevant members during the recruitment	2.49	.86	A	0.10	NS
	Grand Mean	2.99	0.7	A	0.24	NS

Source: analysis of field data 2019

The data presented in Table 1 reveals that the mean rating of the respondents on item number one in the Table was 3.63. This indicated that the respondents strongly agree with item one. On the other hand, the mean values of the remaining 9 items, 2 -10 ranges from 2.49 to 2.94. This implies that the respondents agree with the remaining 9 items as the innovative recruitment/selection practices that will serve as a recipe for efficient and corruption-free public sector in Enugu States, Nigeria.

Data presented in Table 1 on the first hypothesis shows that the t-values of 7 items ranged between 0.10 – 0.91 which are all greater than 0.05 level of significance. This indicates that there are no significant differences in the mean ratings of the ministries staff on the innovative recruitment/selection practices that will serve as a recipe for efficient and corruption-free public sector in Enugu States, Nigeria based on their designation. Therefore, the hypothesis of no significant difference was accepted on the 7 items. On the other hand, the calculated t-values of the remaining three items range from 0.00 to 0.02, which in each case were less than 0.05 level of significance. This indicates that there are significant differences in the mean ratings of the ministries staff on the innovative recruitment/selection practices that will serve as a recipe for efficient and corruption-free public sector in Enugu States, Nigeria. Therefore, the null hypothesis of no significant difference was rejected on the three items.

The findings of this study on innovative recruitment/selection practices as a recipe for efficient and corruption-free public sector show that the respondents strongly agree that one item in Table 1: Establishment of a well planned recruitment/selection processes and follow it squarely was an innovative recruitment/selection practice that will serve as a recipe for efficient and corruption-free public sector. While the remaining items like: engaging highly-skilled recruiters and keep training them on the new innovation, establishment of strong relationship with hiring managers and recruitment specialist, setting up a career website, where the already hired employees can be monitored, using smart sourcing tools and technologies during recruitment/selection among others were equally agreed by the respondents as innovative recruitment/selection practices that will serve as a recipe for efficient and corruption-free public sector Enugu States, Nigeria.

These findings supported the report of Martin (2016) that a process, no matter how it was structured, will be beneficial if it is diligently executed. Hence, putting in place an efficient recruitment process and following it up is a positive way in achieving efficient and corruption-free public sector. The author maintained that public sector, and in fact, every organization should endeavour to select and train the best employee that will carry out duties required by the organization. Similarly, creating a close cooperation between the hiring managers and the recruitment specialists will propel them to perform their recruitment process effectively and efficiently to ensure quality hiring (Benson, 2017). Liisi, (2018.) The main finding of the study is that recruitment is the process of finding and hiring the most competent individuals. It is a way of looking for qualified staff and inspiring them to apply for jobs in an organization. Varsha (2018) outlined setting up a career website, using smart sourcing tools and technologies, implementation of good candidate relationship management, practice compliance management, automation of recruitment reporting procedures, practice increased transparency when recruiting, ensuring proper certifications and qualifications, the involvement of employees and other members of the organization as part of innovative recruitment/selection practices that will bring efficient and corruption-free public offices.

There was no significant difference in the mean ratings of the ministries staff on the innovative recruitment/selection practices that will serve as a recipe for efficient and corruption-free public sector in Enugu States, Nigeria based on their designation. According to Prachi (2018) there are factors which must be considered during the recruitment/selection process irrespectively to the employee's designation. The innovative recruitment should include conducting job analysis in a systematic manner in order to build job description, review job description, set minimum qualifications for the employee who will do the job and define salary range among others. Also, sourcing of talent, screening of applicants, finalization of the job offer, introduction and induction of the new employee in a systematic and innovative ways are equally recruitment processes that every employees will undergo before becoming an employee of any organization irrespectively to his/her designation.

Result of the innovative training/development practices as recipes for efficient and corrupt free public sector.

H₀₂: There is no significant difference in the mean ratings of the ministries staff on the innovative training/development practices that will serve as a recipe for efficient and corruption-free public sector in Enugu States, Nigeria, based on their carder.

The data for answering the second research question and testing the second null hypothesis is presented in Table 2.

Table 2: Mean Responses on innovative training/development practices as a recipe for efficient and corruption-free public sector.

S/N	Item Statements	\bar{X}	SD	Remarks	Sig t-value	Remarks
1	Using learning management system in training employees	3.67	.67	SA	0.18	NS
2	Organizing e-learning contents in location accessible to them	3.94	.92	SA	0.23	NS
3	Provision of unlimited access to e-learning materials to the employees	2.99	.74	A	0.23	NS
4	Developing employee training/development plans based on the current global trends	2.97	.89	A	0.00	S
5	Making use of real-life scenarios and visual aids while training employees	2.94	.78	A	0.02	S
6	Using various training methods, teaching techniques for easy understanding	2.74	.87	A	0.00	S
7	Making use of positive reinforcement to acknowledge good performance	3.65	.68	SA	0.89	NS
8	Knowing the staff ability and capability before training him/her on a programme	2.76	.84	A	0.00	S
9	Checking employees retention ability with regard to employee training undergone periodically	2.61	.71	A	0.81	NS
10	Sticking to the training agenda regardless to challenges	2.72	.89	A	0.00	S
	Grand Mean	3.09	.79	A	0.24	NS

Source: analysis of field data 2019

Data presented in Table 2 shows that the mean ratings of the respondents, three out of ten items have mean values that range from 3.65 to 3.94. This indicated that the respondents strongly agree with the three identified items as innovative training/development practices that will serve as a recipe for efficient and corruption-free public sector in Enugu States, Nigeria. On the other hand, the mean values of the remaining seven items have mean values that range from 2.72 to 2.99. This shows that the respondents also agreed with the remaining seven items as innovative training/development practices that will serve as a recipe for efficient and corruption-free public sector.

Data presented in Table 2 regarding the the second hypothesis shows that the t-values of the five items in the Table ranged from 0.18 to 0.89. The rates in each case show a higher value than 0.05 level of significance. This indicates that there are no significant differences in the mean ratings of the ministries staff on the innovative training/development practices that will serve as a recipe for efficient and corruption-free public sector in Enugu States, Nigeria, based on their carder. Therefore, the hypothesis of no significant difference was accepted in relation to the five items. On the other hand, the calculated t-values of the remaining five items range from 0.00 –

0.02 which are, in each case show less than 0.05 level of significance. This indicates that there are significant differences in the mean ratings of the ministries staff based on their carder on the innovative training/development practices that will serve as a recipe for efficient and corruption-free public sector. Thus, the null hypothesis of no significant difference was rejected in relation to the five items.

The findings of this study with respect to innovative training/development practices that will serve as a recipe for efficient and corruption-free public sector reveal that the respondents strongly agree with three items in Table 2 : using learning management system in training employees; organizing e-learning contents in location accessible to them and making use of positive reinforcement to acknowledge good performance as innovative training/development practices that will serve as a recipe for efficient and corruption-free public sector. While the remaining 7 items : providing unlimited access to e-learning materials for the employees; drawing employees training/development plans based on the current global trends; making use of real-life scenarios and visual aids while training employees and knowing the staff ability and capability before training him/her on a programme among others were also agreed by the respondents as innovative training/development practices that will serve as a recipe for efficient and corruption-free public sector.

These findings support the report of Takayama (2017) who reported that every organization requires innovative training and development program to enhance their employee knowledge about organization's goals and objectives. However, many organizations, especially in the public sector overlook training programs due to difficulties faced in achieving their targets. To reduce such difficulties, the author advised that organization should make a use of innovative technologies, such as learning management system for training employees and improving the skills of their employees. Takayama (2017) identified organizing e-learning content in one location for all staff by providing unlimited access to e-learning materials, regular tracking of learners' progress and performance, reducing learning and development costs for the staff to enhance large participation among others are steps that should be followed to achieve the objective. Sheldon (2017) outlined seven key steps for better training and development programmes for organization's staff to include benchmarking against competitors, survey the employee ability before training, align training with operational goals set by the management, determining training purposes, which show in-depth understanding of the training, prepare a realistic budget including all expenses, be conservative (better to under-promise than to over-promise, include an analysis of the benefits the training will bring to the organization, so that everyone can better understand the return on their investment) design surveys to get feedback from participants, conduct pilot classes to make sure your plan works. Including Also, in line with the findings of this study, Kulkarni, (2018) identified important steps to be followed in training/development of staff. These include: following the steps in the agenda, knowing your staff, checking retention periodically, employing visual aids, using various teaching techniques, applying real-life scenarios, use positive reinforcement and offering online training.

There was no significant difference in the mean ratings of the ministries staff on the innovative training/development practices that will serve as a recipe for efficient and corruption-free public sector in Enugu States, Nigeria, based on their carder. These findings were supported by Varsha (2018) who stated that the smart way to make learning engaging, fun and inspiring is to create interactive employee training/development content that can be easily consumed anywhere, anytime and actively utilized by the employees, regardless to their carder, hence

boosting their productivity. According to Varsha (2018), the need for effective corporate training has increased. The organizations have to create innovative online training content that is more interactive and incites action from the learners.

Result of the innovative compensation/motivation practices as a recipe for efficient and corruption-free public sector.

H0₃: There is no significant difference in the mean ratings of the ministries staff on the innovative compensation/motivation practices that will serve as a recipe for efficient and corruption-free public sector in Enugu States, Nigeria, based on their gender.

The data collected for answering the second research question and testing the second null hypothesis is presented in Table 3.

Table 3: Mean Responses on the innovative compensation/motivation practices as a recipe for efficient and corruption-free public sector.

S/N	Item Statements	\bar{X}	SD	Remarks	Sig t-value	Remarks
1	Establishment of basic compensation structure and philosophy in organisations	3.52	.76	SA	0.18	NS
2	Alignment of the employee compensation with strategic objectives of the organization	2.94	.92	A	0.23	NS
3	Communicating compensation plan of the organization to employees during the hiring process	2.99	.74	A	0.23	NS
4	Training of organisational managers to explain compensation plan from onset.	2.97	.89	A	0.00	S
5	Compensating employees based on their stand out performance	3.94	.78	SA	0.02	S
6	Having compensation plan that stands out and also changes with the global trends	2.74	.87	A	0.00	S
7	Allowing employees catch fun while working in the organization	3.65	.68	SA	0.89	NS
8	Expressing oral and written appreciation to employees who perform well	2.76	.84	A	0.00	S
9	Establishment of mentorship among old and new employees	3.61	.71	SA	0.81	NS
10	Provision of feedback on individual employee performance	2.72	.89	A	0.00	S
11	Establishment and encouragement of collaboration among the employees	3.74	.84	SA	0.80	NS
12	Ensuring that employees are free to negotiate their compensation/motivation	2.74	.76	A	0.03	S
13	Constructive feedback to employees regarding their mistakes or or failure in learning	2.93	.80	A	0.04	S

Grand Mean

3.25 .81 A

0.22 NS

Source: analysis of field data 2019

Data presented in Table 3 shows that the mean ratings of the respondents on five out of 13 items have mean values that range from 3.52 to 3.94. This indicated that the five identified items were strongly agreed as methods of innovative compensation/motivation practices that will serve as a recipe for creating an efficient and corruption-free public sector. On the other hand, the mean values of the remaining eight items have mean values that range from 2.72 to 2.99. This shows that the respondents also agree with the eight items being methods of innovative compensation/motivation practices that will serve as a recipe for efficient and corruption-free public sector.

The obtained data presented in Table 3 in relation to the third hypothesis shows that the t-values of the six items in the Table ranged between 0.18 to 0.89 which are in each case greater than 0.05 level of significance. This indicates that there is no significant difference in the mean ratings of the ministries staff based on their gender on the innovative compensation/motivation practices that will serve as a recipe for creating an efficient and corruption-free public sector. Therefore, the hypothesis of no significant difference was accepted in relation to the six items. On the other hand, the calculated t-values of the remaining eight items range from 0.00 – 0.04 which are, in each case, less than 0.05 level of significance. This indicates that there are significant difference in the mean ratings of the ministries staff based on their gender on the innovative compensation/motivation practices that will serve as a recipe for creating an efficient and corruption-free public sector. Thus, the null hypothesis of no significant difference was rejected in relation to the eight items.

The findings of this study with respect to innovative compensation/motivation practices that will serve as a recipe for efficient and corruption-free public sector reveal that the respondents strongly agree with five items in Table 3: establishment of basic compensation structure and philosophy in organisations; compensating employees based on their stand out performance; allowing employees catch fun while working in the organization; establishment of mentorship among old and new employees; establishment and encouragement of collaboration among employees as innovative compensation/motivation practices that will serve as a recipe for efficient and corruption-free public sector. While the remaining eight items : alignment of employees compensation with the strategic objectives of the organization ; communicating compensation plan of the organization to employees during the hiring process; training of organisational managers to explain compensation plan from onset; having compensation plan that stands out and also changes with the global trends among others were also agreed by the respondents as innovative compensation/motivation practices that will serve as a recipe for efficient and corruption-free public sector.

These findings supported the report of Marianne (2017), who reported that neglecting or inability of management of the organisation to compensate and motivate their staff well will definitely have an adverse and unpleasant effect on the progress of the organisation. Some of these adverse effects can not be measured as attitudes, feelings or behaviour, while those improving turnover rates, productivity and profitability can be easily measured. To be able to run away from this unsympathetic situation, the author outlines the emergence of innovative compensation practices needed in the organization : stating when, how and at what point salaries

should be reviewed, train managers who can explain and communicate the compensation regulations of the organisation, aligning the objectives and goals of employees with the organization objectives. Alicia (2014) and Steff (2016), in support of finding innovative ways of keeping employees motivated included the following: accepting brilliant ideas from the employees, infusing fun and work as an entity, expressing appreciation (verbal and written) to employees performing well, , establishment of mentorships for the staff, providing feedback to staff when necessary, encouraging cooperative environment, encouraging learning and increasing the organization's incentive quality, supporting and encouraging new ideas, offering flexible work times, recognizing talent and hard work, celebrating personal milestones, , being transparent with the numbers, Do not allow sinking in boredom, , create security, encourage friendly competition, start new traditions, explore the outside world, create a napping retreat, encourage creativity and innovation among others.

There is no significant difference in the mean ratings of the ministries staff on the innovative compensation/motivation practices that will serve as a recipe for efficient and corruption-free public sector in Enugu States, Nigeria based on their gender. The result of this study with regard to third hypothesis supported the reports of Clayton (2015), Kylie and Kappel (2018) that innovative compensation/motivation practice is concerned to be the best and modern way of compensating/motivating the employees within an organization. The authors formulated three options the employees regardless to gender can be compensated/motivated : establishment of organizational information structure and define compensation philosophy, establishment of a well- communicated compensation plan/structure and showing a sign of recognition from management when an employee performs credibly.

Conclusion

The public sector plays a vital role in the development of any economy. It brings about economic development, regional development, employment, sound infrastructure and government control. As for the public sector in Nigeria and Enugu state in particular the rate of inefficiency and corruption is alarming, which acts as an obstacle to achieve the goals and objectives. Hence, this study determines the innovative personnel management practices as a recipe for efficient and corruption-free public sector. The study identifies innovative recruitment/selection practices, innovative training/development practices and innovative compensation/motivation practices that will bring about efficient and corruption-free public sector in Enugu state.

By implication, this study will provide for the public sector in Nigeria and Enugu state in particular innovative ways of recruitment/selection, training/development, compensation/motivation of their staff especially in the era of globalisation. It will equally enable researchers to have an insight into solving corruption problems systematically without the involvement of anti-graft agencies. The study proposes that staff of the Ministry of Finance and the Ministry of Local Government Affairs in Enugu State to adopt innovative recruitment/selection practices, innovative training/development practices and innovative compensation/motivation practices so as to eliminate corruption, boost efficiency and effectiveness in their operation. Curbing corruption will not only restore the confidence in public sector, it will also increase the standard of living through adequate provision of social amenities.

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Authors contact

Oliver, O. Okanazu, University of Nigeria, Nsukka, Faculty of Vocational and Technical Education, Department of Business Education, Department of Business Education, University of Nigeria, Nsukka, Postcode 410001, Enugu, Nigeria. Email: Oliver.okanazu@unn.edu.ng

ORCID: <https://orcid.org/0000-0003-2942-4723>

Maureen, A. Madu, University of Nigeria, Nsukka, Faculty of Vocational and Technical Education, Department of Business Education, Department of Business Education, University of Nigeria, Nsukka, Postcode 410001, Enugu, Nigeria. Email: maureen.madu@unn.edu.ng

ORCID: <https://orcid.org/0000-0003-0720-8798>

Samuel, A. Igboke, Ebonyi State University, Abakiliki, Faculty of Education, Department of Business Education, Department of Business Education, Ebonyi State University, Abakiliki, Postcode 410003, Ebonyi, Nigeria. Email: sigboke@yahoo.com

ORCID: <https://orcid.org/0000-0003-3032-9563>