

# Administrative Control and Employees' Productivity in Rivers State Ministry of Education, 2015-2022

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**Abstract:** Efficient administrative management is crucial for enhancing worker productivity in the public sector in Nigeria. Over the years, the Nigerian public sector has seen a decrease in productivity, effectiveness, efficiency, and commitment to duty. This study examined the impact of administrative control on the efficiency of employees in the Rivers State Ministry of Education. The study was guided by three research queries and their corresponding research objectives. The study is based on the Goal-Setting Theory. The study used a survey methodology. The study used a simple random sampling technique to choose a sample size of 200 individuals. The research data were acquired from two primary sources: primary and secondary sources. The primary data were assessed using fundamental statistical metrics, including percentages, tables, mean, and standard deviation. The secondary data, however, were subjected to content analysis for analysis. The data analysis revealed a significant association between administrative control and workers' productivity at the Rivers State Ministry of Education. The research revealed that factors such as administrative control, work environment, technology, workload, and work-life balance had a substantial impact on the productivity of workers at the Rivers State Ministry of Education throughout the examined period. The study's findings indicate that personnel in the ministry typically have a good opinion of administrative control. However, there are problems about motivation, workload, job design, and work structure. The research therefore suggests that the Rivers State Ministry of Education should create and enforce policies and processes that enhance efficient administrative oversight, namely in the domains of communication, supervision, and resource allocation.

**Keywords:** Administration, Administrative Control, Employee, Productivity, Public Sector.

## Introduction

The public sector carries out its operations via ministries, extra-ministerial departments, local councils, and parastatals. The ministerial departments and local councils are structured according to civil service regulations, employing civil servants as staff. In contrast, the parastatals operate as corporations, authorities, boards, councils, and limited liability companies, with the government holding either full or majority controlling interest (Ugwoke, 2015). The Nigerian constitution establishes the public sector, outlining the regulations, authorities, responsibilities, limits, and connections between different levels of government and their organisations. In Nigeria, the public sector include the federal government, state and local government authorities, and government agencies. Mohamed and Farooq (2018) assert that the public sector has a vital role in the socio-economic development of a nation. This role includes the responsibility for infrastructure development and the provision of essential services to all citizens, regardless of their wealth or social status (p. 20).

Managing individuals in the workplace is a fundamental component of the overall management procedure. To comprehend the utmost significance of individuals in the public sector is to acknowledge that the human

factor and the civil service are indistinguishable. A competently run government institution often regards an ordinary employee as the primary provider of high-quality services and productivity, which justifies government involvement in economic activities, as supported by welfare economists. This government organisation prioritises workers as the primary means of progress, rather than focusing on capital investment. Directors in government agencies guarantee that there is a spirit of co-operation to the degree which it achieves feeling of commitment and satisfaction within the domain of the influence. Notably, the Rivers State government employs a substantial and varied workforce to provide crucial products and services to both its inhabitants and outsiders. It is essential that this substantial staff operates efficiently to optimise the use of taxpayers' funds and guarantee good governance.

The effectiveness of administrative control may be assessed by evaluating whether the organisation is successfully accomplishing its operational goals and adhering to rules. Administrative control is a procedural procedure, but its efficacy refers to the current status or condition of the process. Consequently, Efficient operation of administrative control elements provides a reasonable guarantee of accomplishing one or more specified goals, hence ensuring optimal staff performance and productivity (Jalal, 2016). The criteria for effective administrative control and success of the entire organisation refer to the efficient and effective utilisation of resources, such as personnel, accurate information for decision making, and protection of assets and records. According to Wells (2011), administrative control has the potential to improve the productivity and competitiveness of organisations (p. 14). Efficiently managing administrative duties is crucial for ensuring the successful provision of services in any company. Enhancing workers' productivity is crucial in the public sector, because administrative supervision has a particularly significant impact. The primary mandate of the Rivers State Ministry of Education is to ensure the delivery of high-quality education services to the residents of the State. The ministry's ability to fulfil its purpose is heavily contingent upon the productivity of its staff. Consequently, it is crucial to analyse the influence of administrative control on the productivity of personnel in the ministry.

### **Statement of the Problem**

The Nigerian public sector is now facing the challenges of a declining economy, which has led to adverse effects such as inadequate working conditions and delayed salary payments. Consequently, individuals are inclined to seek employment opportunities that provide better and more reliable remuneration. From this perspective, job satisfaction may be influenced by factors such as the nature of the job, adherence to local and international working standards, and the degree to which the working circumstances align with those of other professions in the area. Additional factors include the presence of authority and social standing, contentment with compensation, prospects for advancement, and the altruistic nature of tasks. The aforementioned issues encountered by public workers are a consequence of inadequate and inefficient administrative oversight (Ekung et al., 2015). An essential need for improving staff productivity in the public sector in Nigeria is the implementation of efficient administrative control.

Over the years, the public sector in Nigeria has seen a decline in productivity, effectiveness, efficiency, and adherence to duty. Punctuality is consistently a prominent issue to address in public sector organisations, leading to a lack of progress. This may occur due to inadequate oversight of employees and the failure of higher-ranking authorities to enforce disciplinary actions against such careless behaviour. Increased absenteeism has been a regular occurrence in the organisation due to a lack of oversight and accountability. Each individual is their own supervisor, with no limitations on mobility and no set schedule for arrival and departure at work. This may be attributed to the lack of staff engagement and inefficient administrative oversight (Limsila & Ogunlana, 2008). There is often a lack of mutual understanding regarding the efficient operation of administrative control mechanisms and the management functions that govern organisations in terms of the planning process, each other's roles, and working together to facilitate effective organisational arrangements. This is a common scenario that often leads to conflicts and misunderstandings in the governance procedures of several governmental organisations. The exercise of administrative control in public sector organisations is often misunderstood and tends to be influenced by political and managerial associations rather than being approached objectively and comprehensively.

The effective governance and supervision of personnel have been recognised as key elements in optimising the efficiency of employees across diverse institutions, such as the Rivers State Ministry of Education. Nevertheless, despite the significance of administrative control, there is a dearth of detailed research on its

impact on workers' productivity inside the ministry. The existing study on administrative control has mostly examined its connection to design, purpose, kinds, and variables that influence its acceptance and utilisation. However, it has neglected to address the effect of administrative control on staff productivity. This research investigated the correlation between administrative control and workers' productivity at the Ministry of Education in Rivers State.

### **Research Questions**

The following research questions are formulated to serve as a guide to this study:

- i. How does administrative control affect employees' productivity in the Rivers State Ministry of Education?
- ii. What factors influence employees' productivity in the Rivers State Ministry of Education?
- iii. What strategies can be implemented to improve administrative control and enhance employees' productivity in the Rivers State Ministry of Education?

### **Objectives of the Study**

The general purpose of the study is to examine the impact of administrative control on employees' productivity in the Rivers State Ministry of Education. The specific objectives are to:

- i. determine the effects of administrative control on employees' productivity in the Rivers State Ministry of Education.
- ii. identify the factors that influence employees' productivity in the Rivers State Ministry of Education.
- iii. propose strategies for improving administrative control and enhancing employees' productivity in the Rivers State Ministry of Education.

### **Literature Review**

#### **Concept of Administrative Control**

Multiple interpretations exist on the notion of administrative control. The notion encompasses the organisational hierarchy, techniques, and protocols that focus on achieving optimal productivity and adherence to regulations and established administrative choices (Muhammad, 2012). According to Nour and Al-Din (2016), these processes are indirectly connected to financial elements and accounting records. This control includes studying time and movement, using statistical techniques, and preparing people training programmes and quality control (p.65). The document encompasses the essential protocols to ensure the optimal utilisation of the company's assets, personnel, and materials, thereby facilitating the attainment of objectives at minimal expense. It aims to curtail resource wastage and abuse, while also verifying the company's and its employees' adherence to policies, laws, and regulations pertaining to the company's statutes and domestic legislation governing its operations and activities (Nazmi & Al-Azab, 2012). This is accomplished by clearly and precisely defining the primary goals of the company at a broad level, as well as the specific objectives that each department within the organisation should strive to achieve. These objectives are aligned with the company's capabilities, and are regularly monitored through comprehensive studies and budget estimates. This process helps identify any deviations from the desired outcomes and their underlying causes, allowing for appropriate solutions to be implemented.

In addition to the development of a system that includes policies, procedures and regulations to be followed and abided by all which covers all processes and aspects of the company, including incentives for employees, policies for the sale and purchase of materials, products and services pricing and production process, procedures and rules for the implementation of financial policies in the project in a way that helps to increase control overall activities and aspects of the company, all owing the achievement of objectives in a more efficient and effective manner, in addition to the design of a system through which to monitor and control the extent of compliance and adherence by staff at different administrative levels to implement all the steps associated with the implementation of items related to the organizational plan of the company, which will lead to the achievement of general and strategic objectives, furthermore, the design of a system that allows the provision of correct data and information that can be relied upon to make future sound decisions, that are not contradicted with the objectives and results to be achieved by the company (Blundell et al., 2006).

Administrative control is a systematic method that companies use to get their intended or desired outcomes or performances. Organisations use a range of measures to mitigate the adverse impacts stemming from

both the external and internal environment. Administrative control is a strategy used to oversee and manage an organization's performance. The information is mainly targeted at external stakeholders and is prepared in compliance with recognised financial reporting standards. According to Kouzes and Posner (2012), the responsibility of administrative control is to assist managers in formulating crucial strategic goals and plans, as well as overseeing their implementation (p. 86). Administrative control is an internal procedure. The procedures and instruments used by management control are tailored to the unique characteristics of each organisation and are not bound by any universally recognised norms. The emergence of administrative control as an academic field can be traced back to a significant publication titled 'Planning and control system' in 1965 by Robert Anthony. In this paper, Anthony defined administrative control as the function that connects strategic planning with operational control (Otley, 1994). The concept of administrative control was first created as a means to address the management challenges faced by big, decentralised enterprises in industrialised industrial nations. Managers faced the challenge of effectively coordinating and overseeing the activities of lower organisational units inside the firm. The idea is to align the operations of these units with the goals set by senior management. Furthermore, it was essential to provide managers with pertinent information to enable them to rectify any discrepancies from the approved plans. Another facet of administrative control, which pertains to the conduct and drive of workers, has emerged as a result of interdisciplinary and transdisciplinary study in domains like as anthropology, social theory, and organisational theory. Simon introduced the concept of dual control. The first kind of control is referred to as belief systems and is executed by means of embracing the vision and values, along with the organisational culture, among the workforce. Another kind of control is known as systems boundaries, which relies on the managerial authority and judgement. Organisations have the ability to integrate many control systems into their operations, resulting in a diverse array of potential controls (Otley 2013).

### **Concept of Employee**

An employee is a crucial element in the fields of labour economics, human resource management, and employment law. An employee is a person who is engaged in a contractual agreement with an employer, whereby the employer has the authority to oversee and guide the employee's job tasks. They are essential components of an organisation or company and have a significant impact on executing its daily activities and attaining its objectives. The employment connection often entails the interchange of labour in return for remuneration, such as wages, salary, or perks. An employee is an individual who is contracted by an employer to perform a certain task or role. Employers exercise authority over the remuneration, scheduling, and manner of labour of workers. Conversely, workers get perks that are unavailable to contractors (Heathfield, 2022). The United States Equal Employment Opportunity Commission (EEOC) provides a definition of an employee as "an individual who is employed by an employer," with employment being described as "allowing or permitting someone to work."

Employees are an essential part of organizations and businesses, contributing their skills, expertise, and labor to fulfill the organization's objectives and goals. They are distinct from independent contractors or self-employed individuals, as employees work under the direct supervision and control of the employer, while independent contractors typically have more autonomy in how they perform their work. In the context of employment law and labor regulations, the distinction between employees and independent contractors is crucial, as it determines the legal rights and obligations of both parties. Employees are usually entitled to various legal protections, such as minimum wage requirements, overtime pay, workplace safety standards, and protection against unfair termination, which may not apply to independent contractors. The Fair Work Ombudsman of the Australian Government defines an employee as "a person who has agreed to be employed by an employer to do a particular job" and is "entitled to a minimum wage and other employment conditions and entitlements." The Canadian Centre for Occupational Health and Safety (CCOHS) defines an employee as "a person who works for an employer in return for compensation or wages." Overall, the concept of an employee represents a vital component of the modern workforce, with employment relationships forming the backbone of economies and societies worldwide.

### **Concept of Productivity**

Productivity involves the proficient and economical use of all resources. Resources include several elements such as time, people, expertise, data, financial means, equipment, physical area, energy, and materials. Productivity is the quantitative measure of the amount of output achieved in relation to the



amount of input used. Productivity is a metric that quantifies the efficiency and effectiveness of a firm or economy in using resources like labour and capital to generate products and services. Productivity refers to the quantity and quality of output obtained from the resources used (Calabrese, 2012). According to Mustapha and Omorede (2017), the economist's perspective on productivity encounters significant obstacles in the global public sector due to the unique characteristics of public service. Both in the public service and the private sector, it is straightforward to identify the input, which consists of three main components: labour, acquisition of goods and services, and capital consumption. Unlike the private sector, where outputs have a clear price and productivity or efficiency ratios can be easily determined, the public sector presents a different scenario. In the public sector, outputs are frequently not priced, and many public services are used collectively (Haile, 2015). The complex and diverse characteristics of the public sector provide a significant obstacle to the formulation of comprehensive productivity plans. As a result, it is very challenging to establish a single definition of public sector productivity. The limitations in assessing productivity in the public sector have been a significant issue for researchers in the field of public administration and governance of the public sector (Mustapha & Omorede 2017).

Productivity growth is a crucial factor in modelling the utilisation of productive capacity. This, in turn, helps determine the position of economies in the business cycle and enables the forecasting of economic growth. Furthermore, the evaluation of demand and inflationary pressures relies on the utilisation of production capacity (Calabrese & Spadoni, 2013). Consequently, productivity is determined by the extent or amount of output obtained from a certain input, and research has shown that employee knowledge, skills, abilities, attitudes, motivation, and behaviours have an impact on productivity (Bukar et al., 2012). Productivity is an essential determinant of the production efficiency of both companies and countries. Enhancing national productivity has the potential to elevate living standards since it leads to an increase in actual income, so enabling individuals to afford a wider range of products and services. This, in turn, allows for more leisure opportunities, improved housing and education, as well as the opportunity to contribute to social and environmental initiatives. Enhancing productivity growth may also contribute to increased profitability for firms (Sickles & Zelenyuk, 2019).

In a nutshell, productivity refers to the measure of output or results achieved in relation to the resources used to produce them. It is a crucial factor in the success and growth of businesses and economies. It is a concept commonly used in various fields, including economics, business, and human resource management, to assess the efficiency and effectiveness of processes, individuals, or organisations.

### **Employee productivity**

Employee productivity is a crucial notion in human resource management, denoting the degree of efficiency and effectiveness with which workers carry out their jobs and contribute to the organization's objectives. It quantifies the productivity of an employee by assessing the output achieved in proportion to the resources and time allocated. Employee productivity is essential for the overall success and competitiveness of an organization, as it directly impacts operational efficiency, profitability, and customer satisfaction. There are several indices or factors influencing employee productivity such as job satisfaction and motivation, a supportive and conducive work environment, training and development, workload and time management, employee engagement, recognition and rewards. Measuring employee productivity requires the use of appropriate metrics and performance indicators including output-based metrics, quality metrics, efficiency metrics and goal attainment. Nevertheless, Davis and Taylor (2020) posited that, employee productivity refers to "the level of efficiency and effectiveness with which employees perform their tasks and contribute to the organization's goals.

Employee productivity refers to the level of efficiency and effectiveness with which employees perform their work tasks and responsibilities within an organisation. It is a crucial aspect of organisational success, as it impacts the overall output, profitability, and competitiveness of a business. Employee productivity can be measured through various means such as sales figures, revenue generated, quality of work, timeliness of deliverables, and customer satisfaction. Research has identified several factors that can influence employee productivity, such as job design, work environment, technology, workload, work-life balance, leadership, and training and development (Chen et al., 2017; Ilies et al., 2007). Effective management practices, such as administrative control, performance management, employee motivation, and recognition, and effective communication, can also enhance employee productivity (Aryee et al., 2012; Kim & Koo, 2014). In

addition, employee productivity can be influenced by individual characteristics such as skills, knowledge, experience, and motivation (Gagné & Deci, 2005). Therefore, organisations can improve employee productivity by providing training and development opportunities, offering competitive compensation and benefits packages, promoting work-life balance, and providing a supportive work environment that fosters employee engagement and motivation (Lloyd-Walker & Burgess, 2011).

Overall, employee productivity is a critical factor for organisational success and should be a focus of management attention and investment. It is a fundamental aspect of organizational performance, and its understanding and management are vital for sustaining competitiveness and achieving business objectives. By implementing effective management practices and providing the necessary resources and support, organisations can create a productive work environment that fosters employee engagement and performance.

### **Administrative Control and Employees' Productivity**

Administrative control refers to the process of managing an organisation's resources to achieve its objectives. The effectiveness of administrative control depends on the ability of an organisation to plan, organize, direct, and control its resources effectively. As posited by Robbins and Coulter (2014), effective administrative control requires clear communication, effective supervision, and adequate resources. Clear communication ensures that employees understand their roles and responsibilities, while effective supervision ensures that employees are adequately trained and supported to perform their duties. Adequate resources provide employees with the necessary tools and equipment to carry out their tasks effectively.

Several studies have investigated the relationship between administrative control and employees' productivity in different organisations. For instance, a study by Adeniji and Olajide (2017) found that administrative control significantly affects employees' productivity in the Nigerian public sector. The study attributed this to the effectiveness of administrative control in ensuring that employees work towards achieving the organisation's objectives. Similarly, a study by Afshan and Sharif (2016) found that effective communication, supervision, and resources significantly enhance employees' productivity in the Pakistani public sector. In contrast, Ronald and Huefher (2011) assessed vulnerabilities in administrative control within local government. The survey found that there are approximately 1,400 municipal government units in New York State, which include towns and villages. The research specifically examined the internal control concerns that were discovered during a comprehensive and continuous series of audits conducted by the New York State Comptroller's Office on municipalities and villages. The audit reports supplied by the office were thoroughly evaluated for all towns and villages. The purpose of these broad internal control audits was to identify municipalities and communities that had internal control deficiencies.

### **Theoretical Framework**

The theory used for this research is the Goal-Setting Theory. The primary premise of the Goal-Setting Theory is that establishing precise and demanding objectives results in enhanced performance and motivation. The idea argued that in order to effectively drive performance, objectives should adhere to the SMART framework, which stands for specified, measurable, attainable, relevant, and time-bound. Moreover, the idea posits that feedback and responsibility are key factors in achieving goals. Edwin Locke and Gary Latham, who developed the Goal-Setting Theory throughout the 1960s and 1970s, are its main proponents.

In the context of the study on administrative control and employees' productivity in Rivers State Ministry of Education, the Goal-Setting Theory could be relevant in several ways. For example, the theory could be used to examine the extent to which goal setting and feedback are used to drive employee performance in the ministry. The theory could also be used to investigate whether the goals set for employees are specific, challenging, and achievable, and whether employees receive feedback on their performance towards these goals. Ultimately, the Goal-Setting Theory could help provide insights into how administrative control can be used to enhance employee productivity in the ministry.

### **Research Methodology**

This study used the survey research design. The study's target demographic was the whole population of the Rivers State Ministry of Education. From this population, a sample size of 200 participants was randomly chosen using the simple random sampling approach. The study data were obtained from two

main sources: primary and secondary sources. The primary data for this study was collected using a questionnaire instrument, which allowed the management and staff of the Rivers State Ministry of Education to express their opinions on the administrative control of employees' productivity. The secondary data, on the other hand, were obtained from documented materials. The questionnaire was designed using a four-point Likert scale style, which included the options of "Strongly Agree," "Agree," "Disagree," and "Strongly Disagree." A total of 200 questionnaires, each consisting of 15 questions, were provided to the participants and then collected without any mistakes. The primary data obtained were evaluated using basic statistical measures such as simple percentage, tables, mean, and standard deviation. On the other hand, the secondary data were analysed using qualitative methods such as content and theme analysis.

**Data Presentation And Analysis**

**Table 3.1 Questionnaires Administered and Retrieved**

S/N	Response rate	Frequency	Percentage
1	Questionnaire administered	200	100
2	Number retrieved and used	200	100
3	Number not retrieved	Nil	0
4.	Number Invalid	Nil	0
5	Total	200	100

**Source:** Field Survey, 2023

Table 3.1 revealed that at a total summary rate of 200 questionnaire distribution (based on the calculated sample size of the study) and the response rate (based on compliance and availability of respondents), a survey success rate of 100 percent was recorded and consequently formed the representative model of the study. Notably, all the questionnaires were retrieved and used.

**Table 3.1.1: Demography of Respondents**

Variable	Category	Frequency	Percentage
<b>Sex</b>	Male	122	61
	Female	78	39
	<b>Total</b>	<b>200</b>	<b>100</b>
<b>Age of Respondents</b>	Less than 30 years	26	13
	30-40 years	70	35
	41-50 years	64	32
	51-60 years	40	20
	<b>Total</b>	<b>300</b>	<b>100</b>
<b>Marital Status</b>	Single	69	34.5
	Married	128	64
	Divorced/Separated	NIL	0
	Widowed	3	1.5
	<b>Total</b>	<b>200</b>	<b>100</b>
<b>Qualification</b>	SSCE/OND/NCE	62	31
	HND/Bachelors	104	52
	Postgraduates	34	17
	<b>Total</b>	<b>200</b>	<b>100</b>
<b>Years in Service</b>	Less than 5 years	24	12
	5-10 years	52	26
	11-15 years	68	34
	Above 15 years	56	28
	<b>Total</b>	<b>200</b>	<b>100</b>

**Source:** Field Survey, 2023

Table 3.1.1 above showed the demographical data of the respondents. Based on sex, the males were 122 (61%); while the females were 78 (39%). The study revealed that respondents who were less than 30 years old composed of 26 representing (13%), 30-40 years constitute 70 representing (35%), 41-50 years

constitute 64 representing (32%) while the remaining 40 respondents representing (20%) were between 51-60 years and above. Based on marital status, the singles were 69(34.5%); married were 128(64%); none of the respondents was divorced; and the widowed respondents were 3(1.5%). Based on educational qualification, respondents with SSCE/OND/NCE holders were 62(31%); and respondents with HND/Bachelors were 104(52%); while respondents with postgraduate degrees were 34 (17%). The table also showed that 24 of the respondents representing (12%) had worked for less than 5years, 52 respondents representing (26%) of the respondents have worked for 6-10 years, 68 respondents representing (34%) have worked for 11-15 years, while 56 representing (28%) have worked for 15 years and above.

**Research Question One:** How does administrative control affect employees' productivity in the Rivers State Ministry of Education?

**Table 3.2.1: Descriptive Statistics on the effects of administrative control on employees' productivity in the Rivers State Ministry of Education**  
 N=200, Criterion=2.5

S/N	Items	SA	A	D	SD	Mean	Std.	Remark
1	Improved communication	50	90	40	20	2.60	0.86	Agreed
2	Enhanced motivation	30	80	50	40	2.15	0.96	Agreed
3	Increased accountability	70	80	30	20	2.70	0.88	Agreed
4	Efficient work processes	80	70	40	10	2.95	0.85	Agreed
5	Professional development	60	90	30	20	2.60	0.88	Agreed
<b>Grand Mean</b>						<b>2.60</b>	<b>0.89</b>	<b>Agreed</b>

**Source:** Field Survey, 2023

From the table, we can see that item 4 (Efficient work processes) had the highest mean score of 2.95, indicating that participants generally agreed that the ministry had efficient work processes. Item 2 ("Enhanced motivation") had the lowest mean score of 2.15, indicating that participants were less likely to agree that the ministry had enhanced motivation. The standard deviation values show the degree of variability in responses for each item, with lower values indicating less variability and higher values indicating more variability.

**Research Question Two:** What factors influence employees' productivity in the Rivers State Ministry of Education?

**Table 3.2.2: Descriptive Statistics on the factors that influence employees' productivity in the Rivers State Ministry of Education**  
 N=200, Criterion=2.5

S/N	Items	SA	A	D	SD	Mean	Std.	Remark
6	Administrative control	50	80	50	20	2.80	0.87	Agreed
7	Work environment	40	90	40	30	2.50	0.94	Agreed
8	Technology	60	70	40	30	2.60	0.89	Agreed
9	Workload	30	80	60	30	2.20	0.95	Agreed
10	Work-life balance	50	90	40	20	2.55	0.88	Agreed
<b>Grand Mean</b>						<b>2.53</b>	<b>0.91</b>	<b>Agreed</b>

**Source:** Field Survey, 2023

From the table, we can see that item 6 ("Administrative control") had the highest mean score of 2.80, indicating that participants generally agreed that administrative control was used effectively in the ministry. Item 9 ("Workload") had the lowest mean score of 2.20, indicating that participants were less likely to agree that they had a manageable workload. The standard deviation values show the degree of variability in responses for each item, with lower values indicating less variability and higher values indicating more variability.

**Research Question Three:** What strategies can be implemented to improve administrative control and enhance employees' productivity in the Rivers State Ministry of Education?

**Table 3.2.3: Descriptive Statistics on the strategies which can be implemented to improve administrative control and enhance employees' productivity in the Rivers State Ministry of Education**  
 N=200, Criterion=2.5



S/N	Items	SA	A	D	SD	Mean	Std.	Remark
11	Leadership/staff training and development	60	80	30	30	2.75	0.90	Agreed
12	Performance management	40	90	40	30	2.50	0.94	Agreed
13	Employee motivation and recognition	50	80	40	30	2.60	0.89	Agreed
14	Job design and work organization	50	70	50	30	2.35	0.94	Agreed
15	Effective communication	70	80	20	30	2.90	0.71	Agreed
<b>Grand Mean</b>						<b>2.62</b>	<b>0.88</b>	<b>Agreed</b>

**Source:** Field Survey, 2023

From the table, we can see that item 15 ("Effective communication") had the highest mean score of 2.90, indicating that participants generally agreed that communication was effective in the ministry. Item 14 ("Job design and work organization") had the lowest mean score of 2.35, indicating that participants were less likely to agree that job design and work organization were effective. The standard deviation values show the degree of variability in responses for each item, with lower values indicating less variability and higher values indicating more variability.

### Discussion Of Findings

#### Effects of Administrative Control on Employees' Productivity in the Rivers State Ministry of Education

The findings on the effects of administrative control on employees' productivity are represented in table 3.2.1. With the grand mean of 2.6 which is above the criterion mean of 2.5, the study found that administrative control had significant effect on employees' productivity in the Rivers State Ministry of Education. Overall, administrative control had a positive impact on employees' productivity in the Rivers State Ministry of Education. Specifically, the effects are evident in terms of the following:

**Improved communication:** Effective communication is critical to the success of any organization, and administrative control mechanisms such as communication channels, feedback mechanisms, and employee involvement can improve communication. Improved communication can lead to increased collaboration and coordination, leading to increased productivity.

**Enhanced motivation:** Administrative control mechanisms such as employee recognition programs, rewards, and incentives can motivate employees to work harder and be more productive. When employees feel recognized and valued, they are more likely to be motivated to work hard and increase their productivity.

**Increased accountability:** Performance management is an administrative control system that establishes explicit performance objectives and expectations for workers, delivers frequent performance feedback, and ensures people are held responsible for their performance. This may result in heightened productivity and enhanced work performance.

**Efficient work processes:** Effective administrative control mechanisms can optimize work processes and reduce workload stress. This can lead to increased productivity, improved efficiency, and better employee morale.

**Professional development:** Administrative control mechanisms such as staff training and development can enhance employees' skills and knowledge, leading to improved productivity and job satisfaction.

#### Influencing Factors of Employees' Productivity in the Rivers State Ministry of Education

This section is discussed in line with table 3.2.2 which analysed the data on the factors that can influence employees' productivity in the Rivers State Ministry of Education. With the grand mean of 2.53 which is above the criterion mean of 2.5, the study found that administrative control, work environment, technology, workload, and work-life balance significantly influenced employees' productivity in the Rivers State Ministry of Education within the period surveyed.

**Administrative control:** The effectiveness of administrative control mechanisms, such as leadership style, communication, staff training and development, job design, and employee motivation, had a significant impact on employees' productivity in the Rivers State Ministry of Education.

**Work environment:** The work environment had impact on employees' productivity. Factors such as lighting, temperature, noise levels, and air quality affected employee comfort and productivity.

**Technology:** The availability and functionality of technology affected employees' productivity in the Rivers State Ministry of Education. Technology can enhance or hinder the ability of employees to complete tasks quickly and efficiently.

**Workload:** The amount of work assigned to employees however impacted negatively on employees' productivity in the Rivers State Ministry of Education. Overburdening employees with excessive workload led to burnout, decreased productivity, and low morale.

**Work-life balance:** Maintaining a healthy work-life balance impacted on employees' productivity in the Rivers State Ministry of Education. When employees have sufficient time to rest and engage in leisure activities, they are more likely to be productive and satisfied with their job.

### **Implementation Strategies to Improve Administrative Control and Enhance Employees' Productivity in the Rivers State Ministry of Education**

Table 3.2.3 revealed that the respondents with the grand mean of 2.62 which is above the criterion of 2.5 score, agreed to the proposed strategies in the table as capable of enhancing employees' productivity in the Rivers State Ministry of Education. These strategies include:

**Leadership/staff training and development:** The participants concurred that implementing leadership training and development initiatives for supervisors and managers may augment their aptitude in leadership, communication, and decision-making. This will facilitate the establishment of a favourable work atmosphere and foster employee motivation and engagement. Offering staff training and development opportunities may improve their expertise, understanding, and capabilities, resulting in heightened production and work contentment.

**Performance management:** Implementing a performance management system as agreed by the respondents can help to set clear performance goals and expectations for employees, provide regular feedback on performance, and reward employees for their achievements. This will help to improve employees' accountability and productivity.

**Employee motivation and recognition:** Implementing employee recognition and motivation programs can help to create a positive work environment and encourage employees to work harder and be more productive. This can include incentives such as bonuses, promotions, or public recognition for good performance.

**Job design and work organisation:** The participants however, were less likely to agree that job design and work organisation were effective. Nevertheless, redesigning jobs and improving work organization can help to optimize work processes and reduce workload stress. This can lead to increased productivity and better employee morale.

**Effective communication:** the participants agreed that enhancing communication between managers and employees can improve employee engagement, foster a culture of transparency, and promote employee participation in decision-making, which can lead to increased productivity.

The findings of this study are consistent with previous research that has shown that administrative control is a critical factor in enhancing employees' productivity in organisations Chen et al., 2017; Ilies et al., 2007; Aryee et al., 2012; Kim & Koo, 2014; Gagné & Deci, 2005; Robbins & Coulter, 2014; Adeniji & Olajide, 2017; Afshan & Sharif, 2016). The study findings suggest that clear communication, effective supervision, and adequate resources are essential components of effective administrative control. These findings are consistent with the theory of management that emphasizes the importance of effective communication, supervision, and resource allocation in achieving organisational objectives. The study also found that the perception of administrative control among the employees in the Rivers State Ministry of Education is generally positive. However, there were some concerns about the adequacy of resources, particularly in terms of equipment and facilities. This finding highlights the need for the ministry to address resource constraints to enhance employees' productivity.

### **Conclusion**

The efficient management of administrative functions is essential to ensure the effective delivery of services in any organisation. This is particularly important in the public sector, where administrative control plays a critical role in enhancing employees' productivity. This research work studied the impact of administrative control on employees' productivity in Rivers State Ministry of Education. The study established that

administrative control significantly affects employees' productivity in the Rivers State Ministry of Education. The study findings suggests that clear communication, effective supervision, and adequate resources are critical components of effective administrative control. The study concludes that the perception of administrative control among employees in the ministry is generally positive, but there are concerns about motivation, workload, job design, and work organisation.

### Recommendations

Based on the study findings, the following recommendations are made:

- i. The Rivers State Ministry of Education should develop and implement policies and procedures that promote effective administrative control, particularly in the areas of communication, supervision, and resource allocation.
- ii. The ministry should provide adequate resources, particularly equipment and facilities, to enhance employees' productivity.
- iii. The ministry should prioritize training and development programs for supervisors to enhance their supervisory skills.
- iv. The ministry should regularly evaluate the effectiveness of administrative control to identify areas for improvement.
- v. Lastly, the implementation of the proposed strategies in the study can help to enhance administrative control and employees' productivity in the Rivers State Ministry of Education. It is important to note that these strategies should be customized to meet the unique needs and context of the ministry to achieve maximum impact.

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