

Administrative Control and Productivity of Employees: Empirical Evidence from Parastatals in Rivers State

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Abstract

The study examined the impact of administrative control on productivity of employees in Rivers State-owned Parastatals between 1999-2017. Four research questions and four hypotheses were formulated to aid the attainment of this objective. Administrative control was measured by environmental control, risk assessment, activity control and information control. A survey research design was adopted. The target population of this study was employees working in the 5 selected Parastatals in Rivers State. The sample size for the study which was arrived at with the use of Taro Yamane's formula was three hundred and eighty six (386). Descriptive statistics and spearman rank correlation coefficient were used to determine the relationship between the administrative control and productivity of employees. Findings of the study revealed that there is significant relationship between environmental control and productivity of employees at a correlation coefficient of 0.532. There is significant relationship between risk assessment and productivity of employees at a correlation coefficient of 0.552. That there is significant relationship between activity control and productivity of employees at a correlation coefficient of 0.508 and that there is significant relationship between information control and employee job satisfactions at a correlation coefficient of 0.518. The study concludes that administrative control has positive and significant relationship with productivity of employees in the selected parastatals in Rivers State and thus recommended that all factors that affect control of the environment negatively should be discouraged and policies should be directed towards increase in the control of the environment among the parastatals, Risks should be accessed through management's awareness of the environment in which it operates and its direct involvement with the day to day operations of the client organizational association and that directors should ensure there are adequate means of communicating with, and obtaining information from, external stakeholders that may have a significant impact on the parastatals achieving their goals.

Keywords: *Administrative Control, productivity of Employees, Parastatals, Rivers State.*

INTRODUCTION

The Rivers State government has a large and diverse workforce, which provides essential goods and services for the citizens of the state and others. It is crucial this large workforce functions effectively in order to make maximum use of taxpayers' money and to ensure efficient and effective governance. Employee performance is an important index of organizational success, thus, numerous organizations measure these attributes across the workforce.

In the public sector, productivity is usually defined as the extent to which a government agency contributes to achieving the goals of government and employee performance plays an important role in this regard. Productivity of employees include: quantity of output, quality of output, timeliness of output, presence at work, cooperativeness (Güngör 2011, p98). The concept of employee productivity relates to the record of outcomes achieved, for each job function, during a specified period of time. If viewed in this way, productivity is represented as a distribution of outcomes achieved, and performance could be measured by using a variety of parametres which describe an employee's pattern of performance over time (Bono and Judge, 2004, p 241). Productivity of the civil servant who has an important place in the information society will affect the quality of the service he renders. The question of how the material and moral element affect the productivity of the civil servant gains importance.

Effective administrative control in Nigeria especially in the public sector is the prerequisite to enhanced employee performance in the ministry. Over the years Nigeria public sector has suffered from low productivity, ineffectiveness, inefficiency, poor dedication to duty. Lateness to work is always a dominant factor to contend with in the public sector organization and lack of growth. This can be as a result of lack of supervision of workers, non-challant of superior officers to carry out punitive measures against this negligent act. Higher absenteeism is becoming a normal routine in the organization as no one takes up the duty of checkmating. Everyone is his own boss; no restriction of movement, there is no specific time of coming to work and time of leaving. This is as a result of non-motivation of the civil servant and ineffective administrative control (Limsila & Ogunlana 2008, p. 40).

Most often, there is lack of mutual understanding with regards to the effective functioning of administrative control mechanisms and the management functions to govern organizations with regards to planning process, each other's role and working together to facilitate effective organization arrangements. A situation that often results in antagonisms and confusion in the governance processes of many government organization. Administrative control in public sector organizations are often misconstrued and often aligned with political and management affiliations rather than they being looked at objectively and holistically.

Administrative control in public sector have detonated the need for a paradigm shift in the design and use of administrative control from a focus on planning to a wider focus on administrative control and employee performance. Nevertheless, in general, studies on the relationship between administrative control and employee performance have yielded ambiguous, inconclusive, or

sometimes contradictory results. There are gaps in the literature that deserve investigation on the relationship between administrative control and employee performance.

Gap shows that administrative control research has focused on its relation to design, purpose, types, and factors influencing its adoption and use, but without dealing with administrative control and the impact on employee performance. Except for the work done by Henri (2006a, p.49) and Bhatti (2014, p.28) little is known about how administrative control can impact on employee performance. There are very few studies linking the various measures of administrative control and their impact on employee performance. Furthermore, there are no specific studies that tested administrative control and employee performance in developing countries like Nigeria.

The second gap is related to criticism that a more comprehensive approach to forms of administrative control and its impact on employee performance should be studied (Haile, 2015, p.29) among others. Although organizations believe that administrative control can help them in the task to deliver value, some researchers, such as Henri (2006a, p.201), claim that the specific relationship between administrative control and employee performance is ambiguous and that there is insufficient evidence to suggest a direct relationship between administrative control and employee performance. From the above problems and knowledge gaps, this study examined the relationship between administrative control and productivity of employees in Rivers State parastatals.

From the above, we formulate the following research questions and null hypotheses:

To what extent does control of environment affect productivity of employees in selected parastatals in Rivers State?

To what extent does control of risk assessment affect productivity of employees in selected parastatals in Rivers State?

To what extent does activity control affect productivity of employees in selected parastatals in Rivers State?

To what extent does information control affect productivity of employees in selected parastatals in Rivers State?

Formulated null hypotheses:

Control of environment does not significantly relate to productivity of employees in selected parastatals in Rivers State.

Risk assessment does not significantly relate to productivity of employees in selected parastatals in Rivers State.

Activity control does not significantly relate to productivity of employees in selected parastatals in Rivers State.

Information control does not significantly relate to productivity of employees in selected parastatals in Rivers State.

LITERATURE REVIEW

Administrative Control

Administrative control is a process in which organizations strive to achieve the planned or desired results or performances. In doing so, organizations take various actions to minimize the negative effects arising from the external and internal environments. Administrative control represents a method for managing organization's performance. The information is primarily intended for external stakeholders and is prepared in accordance with accepted standards of financial reporting.

The task of administrative control is to help managers of organizations to formulate key strategic objectives and plans and monitor their execution (Kouzes & Posner, 2012, p. 86). Administrative control is an internal process. The techniques and tools used by management control are adapted to the specifics of each organization and are not subjected to any generally accepted standards.

Development of administrative control as a theoretical discipline is linked to a seminal paper titled Planning and control system which was published by Robert Anthony in 1965. He defined administrative control as a function that links strategic planning with operational control (Otley, 1994, p.86). Administrative control was originally conceived as a solution to the managerial problems of large, decentralized corporations in developed industrial countries. Managers had the problem of how to coordinate and control the work of subordinate organizational units within the corporation. The task is to manage the activities of such units with the objectives of top management. In addition, it was necessary to provide information to help managers to be able to correct any deviations from the approved plans.

Control of Environment

The general attitude of directors, management, and their awareness and actions related to the internal control system and its importance for the entity (Badara & Saidin 2013, p.22), it includes of what is considered by the board of directors as control procedures to enhance their ability to face with risks and ensure its effectiveness in achieving their specific goals (Frazer 2012, p.84; McNally 2014, p. 406; Pickett 2010, p. 88).

The control environment is considered as the tone at the top of an organization, influencing the control consciousness of its employees. Beneish & Lee (2008, p. 84), defines the control environment as the tone of an organization and the way it operates. He further says that it concerns the establishment of an atmosphere in which people can conduct their activities and carry out their control responsibilities effectively. The control environment is the foundational context within which the other aspects of internal control operate (Konrath 1999, p. 67). The philosophy and management style, organizational structure, methods of imposing control, assignment of authority and responsibility are all key aspects of the control environment (Jones 2007, p. 91).

COSO (2004, p. 24) looked at the ethical environment of an organization to encompass aspects of upper management's tone in achieving organizational objectives, their value judgments and management styles. COSO argued this component is the foundation for all other components of internal control, providing both discipline and structure to the organization. Ethical business practices, management philosophy and a sense of business integrity all play key parts in the control environment component. The control environment represents the control atmosphere for the entity and is the foundation for the other components (Nicolaisen 2004, p. 90).

Control Activity

They are a set of policies and procedures established by the organization management and they include all methods, procedures and policies that give appropriate and reasonable assurance that the target goal has been achieved of the administrative control system, and that the proper methods and procedures have been taken to overcome and face potential risks that the company could face (Frazer 2012, p.88; Njeri 2014, p.36).

Control activities are the policies and procedures that assist in ensuring that management directives are successfully implemented. They provide the means to address the various risks that may hinder the achievement of the organization's objectives. In essence, control activities are established in response to perceived risks. Junner (1993, p.27) described control activities as policies and procedures that help ensure that management directives are carried out. They help ensure that necessary activities are taken to address risks to achievements of the entity's objectives. Control activities occur throughout the organization at all levels and all functions. Control activities include range of activities; authorization, verifications, reconciliations, reviews of operating performance security of assets and segregation of duties (Ernst & Yong, 1995, p. 29). The American Institute of Certified Public Accountants, in Statement on Auditing Standards number 55 (SAS 55), also defined control activity as policy and procedure to ensure that every activity taken based on the consideration to minimize the risk faced by the entity. Accordingly the statement described the elements of control activities as Proper authorization of transactions Design and use of adequate documents and records to help ensure the proper recording of transactions and events Purchase orders to ensure that you received what you ordered and you only pay for what you received.

Information and Communication Control

Knechel (2002, p. 87) noted that information and communication element represents a link that connects the internal control systemically sections, activities and processes in an organization. The efficiency, effectiveness and quality of the administrative control system in achieving its objectives depend on the quality and effectiveness of the information system available in the company (Al-Shatrat, 2015. p. 55; Al-Jard, 2013. p.86).

In a good organization, information system is essential to guide its operation process. Information systems produce reports, containing operational financial and compliance related information that makes it possible to run and administrative control of an organization (COSO 1992 p.81). It consists of administrative control information system to ensure that the administrative control process is valid and reliable. The Standards for Internal Control (GAO 1999, p.51) requires that Information is recorded and communicated to management and others within the entity who need

it and in a form and within a time frame that enables them to carry out their internal control and other responsibilities.

Effective communications occur in a broad sense with information flowing down, across, and up the organization. Information flow is essential to effecting control, information about an organization's plan, control environment, risks, control activities and performance must be communicated up, and across an organization (Ruttman Working Group 1994, p.44). Reliable and relevant information flow both internal and external sources must be identified, captured, processed and communicated to the people who need it in a form and time frame that is useful (Chambers, 1995. p.111). Management ensures there are adequate means of communicating with, and obtaining information from, external stakeholders that may have a significant impact on the agency achieving its goals (Guy 1999, p.88). According to (Guy 1999 p.89), effective information technology management is critical to achieving useful, reliable, and continuous recording and communication of information.

Employee Productivity

Productivity is about the effective and efficient use of all resources. Resources include time, people, knowledge, information, finance, equipment space, energy, materials. Productivity is the ratio of output to input. It is a measure of how efficiently and effectively a business or an economy uses inputs such as labour and capital to produce outputs such as goods and services. An increase in productivity means that more goods and services are produced with the same amount of labour and capital. It is not about cutting costs but doing things right and doing the right things to achieve maximum efficiency and value. Productivity is the ratio of what is produced to what is required to produce it. It measures the relationship between output and inputs. Also, productivity means how much and how well we produce from the resources used (Gronroos & Ojasalo 2004, p. 56; Calabrese 2012, p.22).

Productivity is a measurement or calculation of input and output ratio. Inputs are the amount of resources such as human resources, money, time, physical, technology and effort spent working in the organization, while outputs are the results. If the inputs are equivalent to the outputs, the worker is considered productive (Ikeanyibe 2009,p.54). Furthermore, according to Onah (2010,p.172), productivity is the relationship between output of goods and services and input of resources, and human, used in the production process. In other words, productivity is the ratio of output to input. The higher the numerical value of this ratio, the greater the productivity. The least controversial definition of productivity is that it is a quantitative relationship between output and input (Antle & Capalbo 1988,p.71). This definition enjoys general acceptability because of two related considerations. One, the definition suggests what productivity is thought to be in the context of an enterprise, an industry or an economy as a whole. Two, regardless of the type of production, economic or political system, this definition of productivity remains the same as long as the basic concept is the relationship between the quantity and quality of goods and services produced and the quantity of resources used to produce them (Prokopenko 1987,p.45). Eatwell & Newman (1991,p.44) defined productivity as a ratio of some measure of output to some index of input used. Put differently, productivity is nothing more than the arithmetic ratio between the amount produced and the amount of any resources used in the course of production.

In effect, efficiency and effectiveness of public values are indices of public organization's productivity while profitability in terms of input and output ratio are indices of efficiency and effectiveness in private sector organizations. The multi-faceted nature of the public sector also constitutes a serious hindrance to developing holistic productivity strategies and consequently, a single definition of public sector productivity is a near impossibility (Afonso, Schuknecht & Tanzi 2003, p.87; Mustapha and Omorede 2017, p.88). These constraints to determining productivity in the public sector have been a serious concern to scholars of public administration and public sector governance (Mustapha and Omorede 2017, p.91). Their concern stems from the criticisms by those who opine that most of the services being provided by the public sector are better provided by the private sector that is productivity and efficiency driven. In order to wriggle out of the seeming deficiency of productivity definition that is economically "rational", many countries have assumed productivity in the public sector to be the output as a measure of value equal to the value of inputs (Boyle 2006,p.90; Mustapha and Omorede 2017,p.97).

Theoretical Framework

Servant Leadership Theory

Robert Greenleaf (2002, p.87) has advanced knowledge of servant leadership through research and publications. Greenleaf states a low-trust culture that is characterized by high perceived control management, political posturing, protectivism, cynicism, and internal competition and adversarialism simply cannot compete with the speed, quality, and innovation of those organizations around the world that do empower people. Much research has been done in the area of servant leadership. Servant leadership often begins with the natural feeling that one wants to serve (Green Leaf 2002, p. 91). Both teaching and servant leadership focus heavily on relationships. Listening, empathy, healing, awareness, persuasion, conceptualization, foresight, stewardship, commitment to the growth of others, building community, and calling all relate directly to servant leadership.

Akuchie (1993, p.228) explored the biblical roots of servant leadership and explored the religious and spiritual articulations of the construct. However, this work did not articulate a clear framework for understanding servant leadership, as distinct from other forms of leadership. Others have drawn close ties to biblical figures (Hawkinson & Johnston 1993, p.46; Snodgrass 1993, p.261), but this approach has been tangential to the larger body of servant leadership literature. Spears (1995, p.141) extended Greenleaf's work by articulating 10 characteristics of a servant leader: listening, empathy, healing, awareness, persuasion, conceptualization, foresight, stewardship, commitment to the growth of people, and community building. These 10 characteristics are seen in many studies relating to servant leadership. This work did not connect to or distinguish itself from other conceptualizations of leadership as Graham's (1995, p.21) work had; however, it did provide the closest representation of an articulated framework for what characterizes servant leadership. Servant leadership communicates the idea of caring less about oneself and more about others. According to Spears (1995, p.146), 10 characteristics of listening, empathy, healing, awareness, persuasion, conceptualization, foresight, stewardship, commitment to the growth of people, and community building illustrate the central idea of servant leadership and the aspect of putting other people first.

Farling, Stone, & Winston (1999, p.22) presented a hierarchical model of servant leadership as a cyclical process, consisting of behavioural (vision, service) and relational (influence, credibility, trust) components. The behavioural and relational aspects of leadership are brought forth in more detail through servant leadership. Scholars have differing views of leadership theories. Even focusing on servant leadership, scholars are not unified on the exact inclusions and model of servant leadership. The differing views are due in part to the relatively new interest in studying servant leadership. Therefore, the amount of studies on servant leadership is few in comparison to other leadership theories such as transformational leadership (Base 1990, p.46).

Sendjaya & Sarros (2002, p.72) examined the research viability of servant leadership, studying its philosophy dating back for religious scriptures. They argued that servant leaders view themselves as stewards and are entrusted to develop and empower followers to reach their fullest potential. However, this work did not develop or propose a testable framework and no connection or distinction from other constructs was described. Barbuto & Wheeler (2006, p.40) described servant leadership as composed of 11 characteristics built on the more influential works in the field. The eleven characteristics consist of calling, listening, empathy, healing, awareness, persuasion, conceptualization, foresight, stewardship, growth, and community building. This framework specified calling as fundamental to servant leadership and consistent with Greenleaf's original message.

Empirical Review -

Ronald & Huefher (2011, p.71) evaluated administrative control weaknesses in local government. Towns, and villages account for more than 1,400 municipal government entities in New York State constituted in the study. The study focused on the internal control issues identified in an extensive, ongoing series of audits of towns and villages undertaken by the New York State Comptroller's Office. All towns and villages audit reports issued by the office were examined. These general internal control audits were used to identify towns and villages with internal control weaknesses.

Twycross & Shields (2004, p.66) investigated if the existing internal control in public enterprises in Ethiopia was contributing to accounting fraud. The survey instruments on 11 major public enterprises in Addis Ababa were conducted using self-administered questionnaires to auditors and accountants. Frauds were represented as any violation of principles, manipulation of sales, expenses or inventories. The result indicated that the respondents believed the existed internal controls were sufficient to keep possibility of accounting fraud to reasonably low level. Even though the internal control would detect accounting fraud, respondents require codes of conduct and employees' training as additional tools to detect fraud events.

Kellis & Ran (2013, p.55) found government leaders should focus on distributed, transformational, and authentic leadership theories in order to retain a highly skilled knowledge-based professional workforce. The study found that shared knowledge improves morale and satisfaction and increased satisfaction is linked to lower absenteeism and turnover. The tenets of this article apply directly to the development of leadership skills within the public sector and how those skills can improve job satisfaction for governmental agencies. Transformational leadership

is associated with higher levels of public service motivation and commitment to organizational purpose, both of which contribute to increased job satisfaction.

Bakotica (2016, p.46) demonstrated job satisfaction is complex and in any given situation multitude of factors will contribute to an individual employee's satisfaction level. Further, her research demonstrated the intensity level of satisfaction and the influences on satisfaction need to be taken into account.

Dalal Baysinger, Brummel & LeBreton (2012, p.71) studied the impact of trait and found that it affects an employee's job satisfaction. They argued that equally important to external factors are an employee's internal traits he/she brings to the employment situation. If an employee is generally content or not content with various other situations in his/her life, then he/she will generally be content or not content with the work situation as well.

Haile (2015, p.22) studied job satisfaction in order to document statistically significant influences and noted the following as having higher links to job satisfaction: age (over 50); gender (female); working for a private company; maintaining a skill match to the position; lower levels of education; and working above 48 hours per week (indicating intrinsic motivation). Equally important, Haile (2012 p.55) noted lower levels were also associated with having dependents other than one's own children, having a disability, and probably unobserved differences (noted as unobserved heterogeneity).

Jacobson (2011, p.44) in surveying two large federal agencies, noted job satisfaction and performance are inexorably linked and it is important for researchers to view public service motivation as its own research field. Kellis & Ran (2013, p.44) after reviewing data from 400,000 federal employees, noted researchers should develop modern leadership principles for public servants due to the consequences of failure within federal agencies and the need for transformational and distributed leadership. Van Velsoret (2016 p.66), in surveying 16,000 federal employees, noted these employees rated leadership importance as the number one skill for managers (out of 16) yet rated managers' effectiveness with leadership skills at 15 out of 16. These authors demonstrated through extensive federal research the role job satisfaction plays and the importance managers have in influencing job satisfaction.

Taylor (2004, p.106) concluded that the dramatic difference in higher rates of job satisfaction for employees in small companies relative to large companies could be attributed to the extent of workplace learning opportunities available in small companies. Way (2002, p.118) claims that if employees feel they are not learning and growing, they feel they are not remaining competitive with their industry peers for promotion opportunities and career advancement. Once employees feel they are no longer growing, they begin to look externally for new job opportunities.

Harpur (2002, p.16) contended that organizational commitment is an environment created by a company, a set of values it subscribes to, and the ability of employees to identify with and be loyal to the company. He asserts that by instilling a sense of organizational commitment, trust and loyalty increase, and in turn increase job satisfaction and motivation. Wright (2007, p.351), found

that individuals with low organizational commitment are just waiting for a good opportunity to leave their jobs.

Meyer & Smith (2003, p.69) investigated the nature of the link between turnover and the three components of attitudinal commitment. Affective commitment refers to employees' emotional attachment to, identification with and involvement in the organization, continuance commitment refers to commitment based on costs that employees associate with leaving the organization, and normative commitment refers to employees' feelings of obligation to remain with the organization. Robinson & Pillmer (2007, p.89) emphasize that performance based job description is the valuable approach because job description reflects employee performance expectations. Employee recognition policy will help to retain quality employees and encourage low performers to improve with the changing scenario. Effective implementation of the employee recognition function will play a key role in enhancing motivation within the organization. Kim (2008, p.69) sturdily advocates that employee recognition based on his performance beside with role and value admirations persuades and supports a satisfying personal life and inspire worker loyalty and commitment. He further stressed that exceptional employee performance should be recognized and particularly to link pay and incentive to performance.

Gap in Literature

The empirical analysis of the impact of control and productivity of employees has yet to provide a convincing causal link among measures of internal control or administrative control and productivity of employees. A reasonable conclusion based on previous research is that administrative control matters in relation to productivity of employees. This is in line with the argument of empirical studies. It could be deduced that administrative control matters in relation to productivity of employees through various measures of administrative control such as activity control, control of environment and others.

A number of conceptual, empirical and methodological studies' gaps arose from existing analyses of the issues examined in this study. The conceptual gaps arose from the fact that administrative control conception has largely been studied in the developed countries and not well studied in developing countries like Nigeria. Existing studies in the developing countries is subject to lots of criticisms as the concept of administrative control has been subjected to internal control. The conceptual gaps include lack of consensus and inconsistencies on the effect of administrative control on productivity of employees which some studies found positive and negative effects and others no effect which makes the effect of administrative control on the productivity of employees inconclusive. Another empirical gap is that most studies on the impact of administrative control do not disaggregate administrative control. The inability of previous studies to disaggregate the variables does solve the problem of ingenuity on the impact of administrative control on productivity of employees.

Furthermore, the methodological gap addressed by these studies arises from the fact that traditional performance analyses methods mainly used the previous studies and measured employee's performance using increase in productivity and employee effectiveness. The above measure of

employee job satisfaction failed to sufficiently measure employee job satisfaction most especially in public sector.

METHODOLOGY

Using descriptive survey design, the sample of the study was 386 employees of 5 parastatals in Rivers State. The parastatals are Universal Basic Education Board, Senior Secondary School Board, Rivers State University, Rivers State Internal Revenue Service and Rivers State Hospital Management Authority. The questionnaire used to collect the data was specifically designed. The first section collected information such as age, gender, seniority, position, academic qualification, and so on. The second section contained a scale including 20 items with four-point Likert is used.

The scale consists of two factors: First factor consists of questions to determine how environmental control impact on employee job satisfaction, second factor consists of questions to determine how risk assessment impact on employee job satisfaction, third factor consists of questions to determine how activity control impact on employee job satisfaction while the fourth factor consists of questions to determine how information control impact on employee job satisfaction. The overall reliability co-efficient of the instrument yielded an $r=0.82$ while first factor yielded an $r=0.86$, second factor yielded an $r=0.72$, third factor yield an $r=0.85$ while the third factor yield $=0.88$ Cronbach Alpha. Mean and standard deviation were used to analyze the research questions while Pearson Product Moment Coefficient was used for testing the hypotheses. It is worthy to note that the analyzed data was for 42 respondents who correctly filled and returned their questionnaires. The decision rule at 5% (0.05) level of significance, (for the purpose of the study if the calculated **p**- value is greater than 0.05, the null hypothesis was rejected, otherwise the null was rejected and the alternative hypothesis will be accepted.

RESULTS AND ANALYSES

The study targeted a sample of 386 employees of 5 parastatals selected for the study in Rivers State and the sample size was drawn using the Taro Yemen's sampling techniques. Of the 5 parastatals that were selected, a response rate of 92.8 percent was recorded. This implies that 358 out of the 386 questionnaires administered were retrieved. This response rate was found to be appropriate, compared to previous studies done in the same area nationally and internationally. The study adopted the use of drop and pick method, personal visits, and follow-up telephone calls and e-mail communication to the respondents, explaining the purpose of the study and its usefulness to the management to improve the response rate. This was supplemented with a letter of introduction from Department of Public Administration to the 5 Parastatals in Rivers State. Some respondents did not complete the questionnaires for either lack of time or ongoing strategic re-alignment in the parastatals or were simply reluctant to divulge information for reasons best known to them. However, 7.3 percent of the questionnaires were not retrieved; this represents 28 questionnaires, and 5 questionnaires out of the 358 retrieved were invalid due to error, which represents 1.3 percent. The table below has the details of the response rate.

Research question 1: To what extent does control of environment affect productivity of employees in selected parastatals in Rivers State?

Table 1: Descriptive Analysis of Control of environment and Productivity of Employees

Control of Environment and Productivity of Employees	VHE	HE	VLE	LE	X	STD
1 The efficiency, effectiveness and productivity of the administrative control depend on the quality and effectiveness of control of environment.	155 43.9%	116 32.9%	54 15.3%	28 7.9%	3.13	1.06
2 control of environment is essential to guide its operation process	149 42.2%	109 30.9%	62 17.6%	33 9.3%	3.06	1.15
3 Administrative control of control of environment is to ensure that the process is valid and reliable	129 36.5%	100 28.3%	68 19.3%	56 15.9%	2.86	1.42
4 control of environment is essential to effecting plan required for employee productivity	141 39.9%	98 27.7%	59 16.7%	55 15.6%	2.92	1.27
5 Reliable and relevant control of environment from both internal and external sources must be identified, captured, processed to increase employee productivity	145 41.1%	134 37.9%	37 10.5%	37 10.5%	3.09	1.03

Source: Authors Research Desk, 2020.

The univariate section is concerned with the presentation of the data for the variables of the study. The data presented herein is continuous and so is assessed using the mean and standard deviation in the assessment of its central tendencies and dispersion. Given the positive statements adopted in the measurement of each variable and the scaling method which ranks from 1 = for very low extent to 4 = very high extent, a mean score of $x > 2.5$ with a relative standard deviation of $s < 2.0$ is adopted as substantial evidence of support or agreement to the indicator. From the table we concluded that majority of the respondents accepted that there was significant relationship between control of environment and productivity of employees in the selected parastatals in Rivers State.

Research question 2: To what extent does Risk Assessment affect productivity of employees in selected parastatals in Rivers State?

Table 2: Descriptive Analysis of Risk Assessment and Productivity of Employees

Risk Assessment and Productivity Employees	VHE	HE	VLE	LE	X	STD
6 Risk assessment is relevant to the public sector	172 48.7%	119 33.7%	50 14.2%	12 3.4%	3.26	0.714
7 Without valid risk assessment, employees will not perform effectively in the public sector	146 41.4%	129 36.5%	45 12.7%	33 9.3%	3.09	0.94
8 There is need for risk assessment in the parastatals	109 30.9%	115 32.6%	58 16.4%	71 20.1%	2.74	1.21
9 Risk Assessment is a prerequisite to increase employee productivity	173 49.0%	113 32.0%	30 8.5%	37 10.5%	3.19	0.703
10 Risk Assessment is one of the inputs in administrative control	165 53.8%	90 27.8%	49 10.0%	49 8.3%	3.05	0.892

Source: Authors Research Desk, 2020.

The univariate section is concerned with the presentation of the data for the variables of the study. The data presented herein is continuous and so is assessed using the mean and standard deviation in the assessment of its central tendencies and dispersion. Given the positive statements adopted in the measurement of each variable and the scaling method which ranks from 1 = for very low extent to 4 = very high extent, a mean score of $x > 2.5$ with a relative standard deviation of $s < 2.0$ is adopted as substantial evidence of support or agreement to the indicator. From the table we concluded that majority of the respondents accepted that there was significant relationship between risk assessment and productivity of employees in the selected parastatals in Rivers State.

Research question III: How does activity control affect productivity of employees in selected parastatals in Rivers State?

Table 3: Descriptive Analysis of activity control and productivity of Employees

	Activity Control and productivity of Employees	VHE	HE	VLE	LE	X	STD
11	Activity procedures and policies give appropriate and reasonable assurance that the target goal has been achieved	98 27.8%	124 35.1%	59 16.7%	72 20.4%	2.70	1.04
12	Activity control system relates to productivity of employees	151 42.8%	116 32.9%	57 16.1%	29 8.2%	3.10	0.859
13	Activity control ensures that necessary activities are taken to enhance productivity of employees	128 36.3%	114 32.3%	51 14.4%	60 16.9%	2.88	1.093
14	Activity control enhances productivity of employees	128 36.3%	112 31.7%	55 15.6%	58 16.4%	2.78	1.285
15	Activity control important for attaining set objectives	109 30.9%	135 38.2%	64 18.1%	45 12.7%	2.87	1.310

Source: Authors Research Desk, 2020.

The univariate section is concerned with the presentation of the data for the variables of the study. The data presented herein is continuous and so is assessed using the mean and standard deviation in the assessment of its central tendencies and dispersion. Given the positive statements adopted in the measurement of each variable and the scaling method which ranks from 1 = for very low extent to 4 = very high extent, a mean score of $x > 2.5$ with a relative standard deviation of $s < 2.0$ is adopted as substantial evidence of support or agreement to the indicator. From the table we concluded that majority of the respondents accepted that there was significant relationship between activity control and productivity of employees in the selected parastatals in Rivers State.

Research question IV: How does information control affect productivity of employees in selected parastatals in Rivers State?

Table 4: Descriptive Analysis of Information Control and Productivity of Employees

Information Control and productivity of Employees		VHE	HE	VLE	LE	X	STD
16	Employees are productive when there is effective administrative control	117 33.1%	97 27.5%	58 16.4%	81 22.9%	2.71	1.14
17	There is relationship between administrative control and productivity of employees	119 33.7%	117 33.1%	52 14.7%	65 18.4%	2.82	1.34
18	Increase in employee productivity is required in the parastatals	124 35.1%	121 34.3%	44 12.5%	64 18.1%	2.86	1.219
19	There is high productivity in the parastatals	127 35.9%	97 27.5%	63 17.8%	66 18.7%	2.81	1.140
20	Employees are productive	136 38.5%	111 31.4%	37 9.4%	69 19.5%	2.89	1.01

Source: Authors Research Desk, 2020.

The univariate section is concerned with the presentation of the data for the variables of the study. The data presented herein is continuous and so is assessed using the mean and standard deviation in the assessment of its central tendencies and dispersion. Given the positive statements adopted in the measurement of each variable and the scaling method which ranks from 1 = for very low extent to 4 = very high extent, a mean score of $x > 2.5$ with a relative standard deviation of $s < 2.0$ is adopted as substantial evidence of support or agreement to the indicator. From the table we concluded that majority of the respondents accepted that there was significant relationship between information control and productivity of employees in the selected parastatals in Rivers State.

Test of Hypotheses

Table 5: H₀₁: There is no significant relationship between control of environment and productivity of employees in selected parastatals in Rivers State.

		Environment	EP
Spearman's rho	Environment	Correlation Coefficient	1.000
		Sig. (2-tailed)	.
		N	353
	EP	Correlation Coefficient	.532**
		Sig. (2-tailed)	.000
		N	353

Source: Survey result, 2020

The results of the analyses revealed that:

There is a significant relationship between environmental control and productivity of employees at a **correlation coefficient of 0.532** where the P is significant at a 0.000 coefficient. The null hypothesis was rejected in this case.

Table 6: H₀₂: There is no significant relationship between risk assessment and employee productivity in selected parastatals in Rivers State.

			Risk	EP
Spearman's rho	Risk	Correlation Coefficient	1.000	.552**
		Sig. (2-tailed)	.	.000
		N	353	353
	EP	Correlation Coefficient	.552**	1.000
		Sig. (2-tailed)	.000	.
		N	353	353

Source: Survey result, 2020

The results of the analyses revealed that:

There is a significant relationship between risk assessment and productivity of employees at a **correlation coefficient of 0.552** where the P is significant at a 0.000 coefficient. The null hypothesis was rejected in this case.

Table 7 H₀₃: There is no significant relationship between activity control and productivity of employees in selected parastatals in Rivers State.

			Activity	EP
Spearman's rho	Activity	Correlation Coefficient	1.000	.508**
		Sig. (2-tailed)	.	.000
		N	353	353
	EP	Correlation Coefficient	.508**	1.000
		Sig. (2-tailed)	.000	.
		N	353	353

Source: Survey result, 2020

The results of the analyses revealed that:

There is a significant relationship between activity control and productivity of employees at a **correlation coefficient of 0.508** where the P is significant at a 0.000 coefficient. The null hypothesis was rejected in this case.

Table 8 H₀₄: There is no significant relationship between information control and productivity of employees in selected parastatals in Rivers State.

		Information	EP
		n	
Spearman's rho	Information Correlation Coefficient	1.000	.603**
	Sig. (2-tailed)	.	.000
	N	353	288353
	EP	.553**	1.000
	Sig. (2-tailed)	.000	.
	N	353	353

Source: Survey result, 2020

The results of the analyses revealed that:

There is a significant relationship between information control and productivity of employees at a **correlation coefficient of 0.553** where the P is significant at a 0.000 coefficient. The null hypothesis was rejected in this case.

Discussion of Findings

The results of the research question one and hypothesis one revealed that there is a positive relationship between control of environment and productivity of employees in the selected parastatals in Rivers State. Therefore, the alternative hypothesis and a-priori expectation are supported in this study. The findings of the study revealed a significant relationship between environmental control and employee productivity at a correlation coefficient of 0.532 where the P is significant at a 0.000 coefficient. These results are consistent with the result of studies conducted by Ewa & Udoayang (2012, p.48) that internal control design had influence on staff attitude towards fraud and that a strong internal control system prevents staff fraud while a weak one provides avenues for staff to commit fraud. It follows that where resources are well controlled, employees would find it difficult to cheat, steal or falsify reports except if there was staff collusion involving highly placed employees.

The results of the research question two and hypothesis two revealed that there is a positive relationship between control of risk assessment and productivity of employees in the selected parastatals in Rivers State. Therefore, the alternative hypothesis and a-priori expectation are supported in this study. The findings of the study revealed a significant relationship between risk assessment and employee productivity at a correlation coefficient of 0.552 where the P is significant at a 0.000 coefficient. The findings confirm the findings of Sartini & Wardiwiyono (2012, p.104), revealed that the implementation of authorization and consultation to the Shariah Supervisory Board was low and the findings of Palfi & Muresan (2009 p.181) that continuous collaboration based on periodical meetings, between all structures of bank, characterizes an effective internal audit department, also supported the results of this research.

The results of the research question three and hypothesis three revealed that there is a positive relationship between control of activity and productivity of employees in the selected parastatals in Rivers State. Therefore, the alternative hypothesis and a-priori expectation are supported in this

study. The findings of the study revealed a significant relationship between activity control and employee productivity at a correlation coefficient of 0.508 where the P is significant at a 0.000 coefficient. The findings of this study are in line with the findings of Joseph & Victoria (2012, p.84), that overall internal control system showed an average level of effectiveness in this study, which implied an overall low level of effectiveness. The findings of Tekalign (2011, p.66) that the respondents believed the existed internal controls were sufficient to keep possibility of accounting fraud to reasonably low level.

The results of the research question four and hypothesis four revealed that there is a positive relationship between information control and productivity of employees in the selected parastatals in Rivers State. Therefore, the alternative hypothesis and a-priori expectation are supported in this study. The findings of the study revealed a significant relationship between information control and employee productivity at a correlation coefficient of 0.553 where the P is significant at a 0.000 coefficient. This implied that the relationship between administrative control and employee job performance is further enhanced as a result of the contextual effect of public policy, thus the null hypothesis was rejected. This finding is supported by the findings of Ewa & Udoayang (2012, p.48) that internal control design had influence on staff attitude towards fraud and that a strong internal control system prevents staff fraud while a weak one provides avenues for staff to commit fraud. It follows that where resources are well controlled, employees would find it difficult to cheat, steal or falsify reports except if there was staff collusion involving highly placed employees

CONCLUSION AND RECOMMENDATIONS

Conclusion

This research work studied the impact of administrative control on employees' job performance of selected parastatals in Rivers State. This study showed that there is a positive relationship between control of environment and productivity of employees. The analyses also, revealed a significant relationship between environmental control and employee productivity at a correlation coefficient of 0.532 where the P is significant at a 0.000 coefficient.

The results of this study on risk assessment showed that there exists a positive relationship between risk assessment and productivity of employees of the selected parastatals in Rivers State. The analyses revealed a significant relationship between risk assessment and employee productivity at a correlation coefficient of 0.552 where the P is significant at a 0.000 coefficient. The results of this study on activity control showed that there exists a positive relationship between activity control and productivity of employees of the selected parastatals in Rivers State. The analyses revealed a significant relationship between activity control and employee productivity at a correlation coefficient of 0.508 where the P is significant at a 0.000 coefficient. The results of this study on information control showed that there exists a positive relationship between information control and productivity of employees of the selected parastatals in Rivers State. The analyses revealed a significant relationship between information control and employee productivity at a correlation coefficient of 0.508 where the P is significant at a 0.000 coefficient.

Recommendations

The following suggestions were recommended based on the findings of this study which showed that administrative control impacts productivity of employees in the parastatals.

1. All factors that affect control of the environment negatively should be discouraged and policies should be directed towards increase in the control of the environment among the parastatals. It is further recommended that government should provide a conducive work environment without any threat of job loss either presently or in the near future. This means that workers should have the assurance of continuing with their job for a long time.
2. Employees should analyze risks to identify their possible impact in terms of their importance and estimate the performance of their occurrence and how to manage and work to study these risks and develop solutions and alternatives to overcome or reduce the intensity to an acceptable degree. Risks should be accessed through management's awareness of the environment in which it operates and its direct involvement with the day to day operations of the client organizational association.
3. Procedures and policies that give appropriate and reasonable assurance that the target goal should be integrated in the administrative control system and that the proper methods and procedures should be taken to overcome potential risks that the parastatals could face.
4. Directors should ensure there are adequate means of communicating with, and obtaining information from, external stakeholders that may have a significant impact on the parastatals achieving their goals.

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