

Workforce Management and Service Delivery in Nigeria's Federal Airports Authority

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Abstract

This study investigated workforce Management and Service Delivery in Nigeria's Federal Airports Authority, it examines how human resource management (HRM) practices shape employee productivity and service outcomes in selected branches of the Federal Airport Authority of Nigeria (FAAN) between 2013 and 2025. The research is anchored on the Intellectual Capital Theory by Stewart (1997), which emphasizes the value of human, structural, and relational capital in enhancing organizational competitiveness. The study identifies key factors affecting employee productivity and assesses the administration of compensation as a driver of improved service delivery. Employing a descriptive survey and correlational research design, the study sampled 372 respondents from a population of 5,308 across Port Harcourt, Murtala Muhammed, Mallam Aminu Kano, and Nnamdi Azikiwe International Airports. Data were collected through structured questionnaires, interviews, and secondary sources, and analyzed with descriptive statistics and Spearman Rank Order Correlation. Findings reveal that HRM practices—including training, fair and motivating compensation, and strong communication channels—significantly enhance productivity ($r = 0.661$, $p < 0.05$), while compensation administration strongly influences performance and service delivery ($r = 0.692$, $p < 0.05$). Respondents confirmed that gaps in recruitment, training, compensation, and leadership contribute to low morale, dissatisfaction, and inefficiency, ultimately affecting passenger experiences. The study concludes that effective workforce management is essential for FAAN's operational efficiency and service standards. It recommends continuous employee development, transparent promotion processes, performance-based compensation, and strengthened feedback mechanisms to foster commitment, motivation, and improved service delivery in Nigeria's aviation industry.

Keywords: Workforce Management, Service Delivery, Human Resource Practices, Employee Productivity, FAAN.

INTRODUCTION

Human Resource Management (HRM) plays a pivotal role in shaping employee productivity and organizational effectiveness, especially in the public sector. In Nigeria, the public sector significantly contributes to the nation's economic and social development, with institutions like the Federal Airport Authority of Nigeria (FAAN) at the forefront. FAAN is responsible for managing the nation's airports, ensuring safety, security, and efficient operations. The productivity of its employees is directly linked to the organization's success in achieving these objectives. However, the effectiveness of Human Resource Management practices at FAAN,

particularly in the Port Harcourt International Airport, Murtala Muhammed Airport, Mallam Aminu Kano International Airport and Nnamdi Azikiwe International Airport Branches has been called into question, as it appears that certain HRM practices may be misaligned with the goal of enhancing employee productivity. Employee productivity is essential in any organization, particularly in an institution like FAAN, where the smooth operation of airport services and customer satisfaction are key priorities. However, at FAAN, there are growing concerns over low employee productivity, which has been linked to the inadequacies in its HRM practices. These include ineffective recruitment processes, lopsided promotions, and appointments, poor compensation structures, unplanned and inefficient staff training programs, and inadequate leadership styles. These HRM problems have contributed to employee dissatisfaction, low morale, disengagement, and ultimately, reduced productivity. In the public sector, the greatest asset is human capital. Unfortunately, this asset is often underutilized due to poor HRM practices of the above selected Federal Airport Authority of Nigeria (FAAN) which bears no exception. There is a persistent issue of inefficient recruitment and selection processes, leading to the hiring of employees who may not be the best fit for their roles. The lack of a clear HR policy regarding recruitment, promotions, and training has led to an environment where employees feel unappreciated and disengaged. This has affected their motivation and overall commitment to the organization, leading to lower productivity levels.

Furthermore, a significant problem within FAAN's Port Harcourt branch, Murtala Muhammed International Airport, Mallam Aminu Kano International Airport and Nnamdi Azikiwe International Airport Branches is the inadequate administration of compensation. Compensation, which includes salary, benefits, bonuses, and other perks, plays a crucial role in employee motivation. However, employees often perceive their compensation as inadequate, especially when compared to the rising cost of living and the value they believe their work contributes to the organization's success. This perception of unfair compensation has led to dissatisfaction, absenteeism, low morale, and reduced productivity among employees. In the above listed international airport branches, poor leadership styles have been identified as a significant factor contributing to low productivity. The management's failure to engage employees, provide clear direction, or communicate organizational goals effectively has resulted in disillusionment and disengagement among the workforce. Studies (Erero, 2015; Dobre, 2013; Hassan & Mahmood, 2016) have shown that a lack of effective leadership leads to poor morale, increased turnover, and reduced efficiency. In FAAN, leadership has not fully addressed the needs and concerns of employees, which has had a detrimental effect on their productivity. Training and development are also essential elements of HRM, but they have been poorly executed at FAAN. Employees require continuous training to enhance their skills, improve their performance, and adapt to the evolving demands of their work environment. However, at FAAN, staff training and development programs are often haphazard, unplanned, and inconsistent. Some employees are left out of training opportunities, which has resulted in a skills gap, poor performance, and low employee engagement. In a fast-paced industry like aviation, continuous professional development is crucial for maintaining high standards and operational efficiency. The public sector in Nigeria, including FAAN, faces several systemic challenges that further complicate the HRM issues. These challenges include inadequate funding, political interference, and bureaucratic inefficiencies, which often hinder the implementation of effective HRM strategies. These external factors prevent HR departments from adopting modern HR practices that could enhance employee productivity and organizational performance. Despite these challenges, it is crucial for FAAN to develop and implement effective HRM strategies to optimize employee productivity, which is vital for the organization's success. These issues have manifested in poor quality of service delivery, poor service culture, low work content, and conflict of duties. The Branches of FAAN, faces

significant challenges in maintaining high standards of service delivery. Passengers using most of this International Airports often experience long waiting times, disorganized queues, and inadequate customer service, which negatively affect their overall experience. For example, airport staff sometimes fails to attend to passenger inquiries promptly, or there may be poor communication regarding flight delays or baggage handling. Such lapses reflect the impact of poor service delivery and directly affect the reputation of FAAN as an organization responsible for ensuring the safety, comfort, and convenience of air travelers. Employees at Federal Airport Authority of Nigeria (FAAN) often do not exhibit the level of commitment or enthusiasm expected of frontline workers in the service industry. For instance, airport personnel, including check-in agents, baggage handlers, and customer service representatives, may not go above and beyond to ensure a positive passenger experience.

Against this backdrop, this study examined human resource management and employees productivity: Study of selected branches of Federal Airport Authority of Nigeria (FAAN) 2013-2025. The objectives of the study were to identify key factors affecting employee productivity in the Federal Airport Authority of Nigeria and to examine administration of compensation by the human resource management to the employee for higher productivity of Federal Airport Authority of Nigeria.

Research Assumptions

1. There are key factors affecting employee productivity in the Federal Airport Authority of Nigeria.
2. The administration of compensation by human resource management contributes to higher employee productivity in the Federal Airport Authority of Nigeria.

Theoretical Framework

Intellectual Capital (IC) Theory by Stewart (1997)

Intellectual Capital (IC) theory explains that a company's true value and competitiveness lie not just in its physical assets but in its intellectual knowledge-based assets. These intangible assets are the company's collective brainpower, creativity and innovation. Intellectual capital theory as propounded by Stewart, 1997 affirms that this theory focuses on the value of intangible assets, such as knowledge, expertise and innovation, in driving organizational performance and competitiveness. The three types of intellectual capital are:

Human Capital (HC): The knowledge, skills, expertise and experience of employees. Human capital is likened as the driver's skills and expertise behind the wheel.

Structural Capital (SC): The company's infrastructure, processes, and systems that support knowledge creation, sharing and utilization. Structural capital is likened to a car's advanced navigation system, engine and suspension.

Relational Capital (RC): The company's relationships, networks and partnerships with customers, suppliers, partners and stakeholders. Relational capital is like the driver's connections with the pit crew, other drivers and the racing community.

When a company or an institution leverages its human capital (employees expertise), structural capital (internal systems and processes), and relational capital (external relationships), it creates a powerful synergy. This synergy drives innovation, improves efficiency, enhances customer satisfaction, and ultimately increases the customers satisfaction and ultimately increases the company's value and competitiveness.

Benefits of Intellectual Capital

Competitive Advantage: A company's unique intellectual capital is difficult for competitors to replicate.

Innovation: Intellectual capital drives creativity, innovation and entrepreneurship.

Improved performance: Intellectual capital contributes to long-term growth profitability and sustainability.

Sustainability: Intellectual capital contributes to long-term growth, profitability and sustainability.

Intellectual capital theory and productivity

Innovation and Creativity: Intellectual capital theory emphasizes the importance of innovation and creativity in driving productivity.

Knowledge Creation: Intellectual capital theory highlights the role of knowledge creation in increasing productivity.

Employee Empowerment: Intellectual capital theory suggests that empowering employees to make decisions and take ownership of their work can increase productivity.

By understanding the relationship between intellectual capital and employee productivity, institutions can invest in employees training and development, create efficient processes and systems, foster a creative of collaboration and innovation as well as empower employees to make decisions and take ownership of their work.

An institution that applies intellectual capital theory, tend to have increased employee productivity, innovation, and overall organizational performance. An application of intellectual capital theory to the study will enhance an understanding and appreciation of the nexus between human resource management practices and employee productivity in the selected federal airport authority of Nigeria.

Empirical Review

Anyadike (2013) studied Human Resource Planning and Employee Productivity in Nigeria Public Organization. Productivity in the Nigerian public organizations have suffered serious decline as researches have shown that productivity has not really improved even with the enormous human resources at their disposition hence the assertion that the importance of human resources cannot be relegated to the background as organizations' greatest asset is a well-planned and managed human resources implies that adequate plan must be put in place for those resources to engender productivity vis-à-vis the effective management of the workforce. This general dissatisfaction has put human resource planning out as the solution to the issue of employee's unproductivity in the Nigerian public organizations. Addressing this issue is the thrust of this paper as it investigates the role of Human Resources Planning (HRP) in ensuring employee productivity in the Nigeria Public Organizations.

Nkang (2014) discussed the topic Human Resource Management and Productivity in Nigerian Civil Service. The study investigated the relationship between Human Resource Management and Productivity in the Nigerian Civil Service. The population of the study comprised all Civil Servants from salary grade level 8 and above in the Akwa Ibom State Civil Service. This stood at 6682. A sample of 377 respondents was drawn for the study, using Yaro Yamane's sampling formula. Two null hypotheses were formulated to direct the study. Data collection was done using a structured questionnaire tagged Human Resource Management and Productivity Questionnaire (HRMPQ). The instrument was duly validated and tested for reliability using Cronbach alpha formula. The reliability coefficient stood at 0.78, justifying the use of the instrument. The null hypotheses were tested at 0.05 alpha level using Pearson Product Moment Correlation Coefficient (r). The null hypotheses were rejected indicating a significant relationship between Human Resource Management and Productivity in the Civil Service. On the basis of this, it was concluded that the level of productivity in the Nigerian Civil service is determined by how effectively human resources are managed in the service. It was recommended, among other things, that managers in the Nigerian Civil Service should be

adequately trained and experienced in the management and utilization of human resources. This will ensure a high level of productivity in the service.

Kusena (2015) studied The Effect of Human Resource Management on Performance of Employees with Mediating Effect of Work-Life Balance in Nigeria. This paper examined the effect of human resource management on the performance of public sector organizations with the mediating effect of the work-life balance of the Nigerian Federal Inland Revenue (FIRS). The specific objectives of the study were to ascertain the practices of Human Resource Management (HRM) regarding work-life balance and to examine the level of effectiveness of Human Resource Management of FIRS regarding work-life balance. The study also investigated the challenges of work-life balance faced by Human Resource Management in FIRS and suggested probable measures to improve the HRM system at FIRS. The study was hinged on the Easton System theory of 1979. The study adopted a quantitative survey with data collected from one hundred and thirty-two (132) respondents from the Federal Inland Revenue Service, Kaduna state, Nigeria. Findings from the study reveal that there is an average level of practices of HRM regarding work-life balance in FIRS. Further, the findings revealed that the level of effectiveness of Human Resource Management of FIRS regarding work-life balance is poor. It also revealed that challenges include employers' difficult policies and practices, lack of duty control, unsupportive employee relationships, inadequate human resources, increasing work-life pressures, and high-stress levels. The study, therefore, recommends that the organization employs strategies that will boost staff morale, motivate workers, reduce absenteeism, and improve organizational productivity. This can be done through an efficiently managed work-life balance among employees at FIRS.

Okafor (2016) discussed the topic The Analysis of Human Resources Management in Nigerian Public Sectors. This study investigates the major problem facing the Nigerian public sectors. To begin with, the research shows that 62.4% of the respondents were male gender while that of female respondents was seen to be only 37.6%. All the respondents are people working under the government with a bachelor's degree up to PhD level. More importantly, a descriptive research method was used of in this research. This is because a survey was conducted to ascertain the through cause of the decay in the Nigerian public sectors. In other words, a questionnaire was distributed to over 250 employees. The research made use of some prominent Nigerian public corporations such as; Nigerian public schools, the Nigerian police force, and the local Government Area as a case study. Nevertheless, it was statistically seen from the research that the chances of graduates getting employed in the Nigerian public sectors are purely based on whom they know. This is because, 45.4% of the respondents strongly agreed with the fact that recruitment system in Nigeria public industries are based on how connected you are. Only 8.2% was seen to strongly disagree with the claim. Again, the research findings also revealed that employees' safety is a major issue facing Nigerian public sectors. In other words, nearly 44% concur with the affirmation that workplace in Nigerian public firms are very unsafe while about 3% of the respondents agreed that the workplace in the nations' government sectors are very safe. It was also made clear from this research that there is a very low training offered by the Nigerian public firms to its staff. Above all, a correlation analysis conducted also made it clear that relationship exist between HRM functions and the productivity but there is less human resources management practice in the Nigerian public sectors because the nation ignore to espouse a common standard of HRM in most of its sectors.

Udu and Ewans (2016) studied Human Resource Management and Employee Job Productivity using Double Diamond Plastic Manufacturing Firm, Aba, Nigeria as a case study. The study employed a correlation design in an attempt to determine the direction and

magnitude of the relationship between the studied variables. Structured questionnaire drawn on five (5) point scale rating was administered to a sample of one hundred and sixty five (165) respondents. The data collected from the respondents were analyzed with Pearson's product moment correlation and p-value. The study revealed that increase in human capital development enhances employee job productivity, which in turn, leads to increased organisational productivity. In the light of the findings, the study recommends that organisations should allocate considerable efforts, time, and resources to invest on human capital development for the acquisition of practical skills, and learning experience deep-rooted on the work for operational excellence.

Yaya (2016) investigated the Effect of Human Capital Development on Job Satisfaction of Librarians in Nigerian Public Universities. A correlation survey research design was adopted. The study population consisted of 1,254 librarians in public university libraries in Nigeria, from which 923 were selected using simple random sampling. The research instrument used was a self-developed questionnaire. The study revealed a significant relationship between human capital development and job satisfaction of librarians in public university libraries in Nigeria. It concluded that contrary to general belief, job satisfaction and productivity levels of librarians in university libraries were high. It is recommended that university library management should continue to promote values such as improved employee recognition, good leadership style and improved human capital development programmes that would increase job satisfaction and productivity of its workforce.

Danjuma and Akinpelu (2016) examined the Impact of Human Capital Efficiency on Corporate Productivity of Industrial Goods Companies listed in the Nigerian Stock Exchange Market (2009-2014). The effect of human capital efficiency on productivity was examined by applying the human capital component of the value added intellectual coefficient (VAIC) methodology. Multiple Linear regression models were used for analyzing the relationship between the variables of interest; Employees' growth (EG), Earnings per Share (EPS), Return on Assets (ROA), Human Capital Efficiency (HCE), lagged Human Capital Efficiency and Size of the firms. The finding indicated that there is positive significant relationship between human capital efficiency on ROA and EPS, and an insignificant negative relationship between human capital efficiency on Size, lagged human capital efficiency and number of employee growth.

Chijindu et al. (2016) examined the Effect of Human Capital Development Programmes in Optimizing Employee Productivity in Abia State. The research adopted survey research design, primary and secondary data was used, and questionnaire and oral interview was used in eliciting information from the respondents. The Population of the study consist of three hundred and fifty seven (357) employees of the organisation, using Taro Yemane formula the sample size was deduce to be one hundred and eight nine (189), and simple random sampling technique was used to select the respondents. Descriptive statistics and logistic regression analysis was used to analyze the data obtained with the aid of SPSS version 20. The analysis was based on one hundred and sixty five (165) questionnaire well filed and returned. The major findings revealed that human capital development programmes employed in Abia State House of Assembly includes: Training, Seminar, Workshop, and Skill Acquisition. With regards to the relationship between the human capital development programmes employed in Abia State House of Assembly and the productivity of their employees, the result revealed that: training, seminars, workshops and skill acquisition are the human capital development programmes that are significantly related to the productivity of employees. The researcher concluded that training, seminars, workshops, skill acquisition enhances employees productivity when

effectively and efficiently implemented and sustained, and thus, recommends that government should live up to their responsibility by adequately funding Abia State House of Assembly to enable them sustain the human capital development programmes in the organisation.

Hassan and Mahmood (2016) examined the Relationship between Human Resource Development Practices and organisational Commitment of Employees in Pakistan. Data was retrieved from 60 respondents. Statistical tool of Pearson correlation and regression was used to test the hypotheses. The result of this study revealed that HRD practices positively influence the organisational commitment of employees. It was concluded that employees who are satisfied with HRD practices are committed to the organisation.

Rama (2017) investigated the Impact of HRD Practices on Commitment in the Indian Cement Industry. A structured questionnaire was administered among 952 respondents by adopting the method of simple random sampling. However, 653 were retrieved and used for analysis via SPSS 20 and AMOS 20. Hypotheses were tested with exploratory factor analysis and structural equation modelling. The findings reveal that HRD practices and collaborative HRD practices have a significant relationship with employee commitment. The study provides substantial evidence to the HRD managers for improvement of HRD practices and at the workplace along with enhancement of employee commitment.

Razzaq et al. (2017) investigated the Impact of HRD Practices on Employee Commitment in the Pakistan Telecom Sector. Data was collected using convenient sampling technique from 220 managers and first line employees from 35 offices in seven cities. Hypotheses was analysed via regression analysis. Findings show that there is a positive and significant relationship between HRD practices and organisational commitment. It was recommended that the targeted telecom organisation should work in synergy to foster employees' commitment by fan-tuning HRD practices.

Mugizi (2019) studied Human Resource Development Practices and Organisational Commitment of Teachers in Government aided Secondary Schools in Wakiso District, Uganda. Using a sample of 336 secondary school teachers and multiple analysis regression for testing of hypotheses. The result revealed that HRD practices had a positive and significant relationship with organisational commitment. It was recommended that there should be a liaison between the Ministry of Education, Science, Technology and Sports (MoESTS) and head teachers in order to enhance the implementation of performance HRD practices.

Francis et al (2019) researched on the topic Effect of Human Resource Management Practices on Employee's Productivity of Deposit Money Banks in Nigeria. This study investigated the effect of human resource management practice on employee's productivity in selected deposit money banks in Nigeria. The data for this study was sourced through the use of structured question distributed to the selected deposit money banks in Yola Metropolis. A total of 193 questionnaires were distributed but 166 were successfully retrieved and analyzed. The study employed descriptive statistics, multiple regression technique in estimating the effects of human resource management practice on employee productivity in the selected organization, correlation coefficient was also used to test the extent to which human resource management relate to employee productivity. The study revealed that human resource planning (HRP), recruitment and selection (RS), staff training and development (TRD) and performance appraisal (PA) were positively affecting employee productivity in the selected deposit money banks in Nigeria and were rightly signed, implying that they were consistent with the theoretical expectation of this study. The F-statistics 5.242014, which measured the joint significance of the parameter estimates, was found statistically significant at 5 per cent level as

indicated by the corresponding probability value of 0.025272. This implies that all the variables of the model were jointly and statistically significant in affecting employee productivity in the selected deposit money banks in Nigeria. Finally, this result revealed that human resource management practice was positively and significantly affecting employee productivity in the selected deposit money banks in Nigeria. The study concluded that human resource management practice affected employee productivity positively in selected deposit money banks in Nigeria. The study therefore, recommended that concerted effort need to be taken in the banking industries in Nigeria to improve their human resource practice in order to achieve the objective of increasing the productivity of their employees.

RESEARCH METHODOLOGY

The study adopted a descriptive survey and correlational research design to describe variables and identify relationships without manipulation. The research was carried out in the Federal Airports Authority of Nigeria (FAAN), a public sector agency responsible for managing 23 airports across Nigeria. The study population comprised 5,308 staff, including senior, middle-level, and operational staff, with a sample size of 372 respondents determined using Taro Yamane's formula. A multi-stage sampling technique was employed: purposive sampling to select key airports, stratified sampling to group staff by cadre, and simple random sampling to select participants within strata. Both primary and secondary data sources were utilized. Primary data were collected using structured questionnaires and in-depth interviews, while secondary data were sourced from textbooks, journals, and online materials. The questionnaire consisted of demographic and HRM-related sections measured on a four-point Likert scale, while interviews followed a guide approach with eight sessions conducted across selected airports. Instrument validity was ensured through supervisor review, while reliability was tested using the test-retest method and Cronbach's Alpha, with a coefficient of 0.70 or above considered reliable. Data analysis employed descriptive statistics such as tables, percentages, means, and standard deviations, while inferential statistics applied the Spearman Rank Order Correlation using SPSS version 21 to test relationships among HRM practices, compensation, leadership style, and employee productivity.

Analysis of Data

Research Question one: Is there any relationship between human resource management practices and employee productivity in the Federal Airport Authority of Nigeria?

Table 1: Mean ratings and standard deviation on the relationship between human resource management practices and employee productivity in the Federal Airport Authority of Nigeria

S/N	Item Statement	\bar{X}	SD	Decisio
1	HRM practices have a direct impact on employee productivity	2.62	1.01	Agreed
2	The training I receive helps me perform better in my job	2.97	0.98	Agreed
3	Fair and motivating compensation encourages higher performance	3.16	0.98	Agreed
4	There is no significant relationship between human resource management	2.0	1.08	Disagreed
5	Strong HR communication channels foster trust and teamwork, enhancing	2.72	0.96	Agreed

Source: Researcher Fieldwork Data, 2025.

Data on Table 1 show the mean ratings and standard deviation on relationship between human resource management practices and employee productivity in the Federal Airport Authority of Nigeria. The table shows that the respondents agreed that HRM practices have a direct impact on employee productivity, training enhance better performance in their job, fair and motivating compensation encourages higher performance, and strong HR communication channels foster trust and teamwork, enhancing operational flow and overall staff effectiveness as seen on items 7, 8, 9 and 11 with the weighted mean scores of 2.62, 2.97, 3.16 and 2.72 respectively which were all above the criterion mean scores of 2.50.

When questioned about the relationship between human resource management practices and employee productivity in the Federal Airport Authority of Nigeria, one respondent said that;

Human resource management affects employee productivity. When employees are properly managed it makes them productive and perform optimally and that will lead to growth in the Federal Airport Authority of Nigeria.

Another respondent had this to say;

Human resource management practices enable a worker to get abreast with the latest working methods. When a worker is not exposed to training, seminars or even workshops, it becomes difficult for the worker to improve his/her working method. Such workers will continue to do the same thing over and over again and that cannot result in improved productivity in the Federal Airport Authority of Nigeria.

Research Question two: What is the administration of compensation by the human resource management to the employee for higher productivity of Federal Airport Authority of Nigeria?

Table 2: Mean and standard deviation response on the administration of compensation by the human resource management to the employee for higher productivity of Federal Airport Authority of Nigeria.

S/N	Item Statement	\bar{X}	SD	Decision
23	I am satisfied with the current compensation	2.32	0.78	Disagreed
24	Compensation is based on performance and productivity	2.0	1.08	Disagreed
25	Additional incentives are given for outstanding performance	2.25	0.65	Disagreed
26	I am satisfied with my benefit package	2.32	0.78	Disagreed
27	I am satisfied with the raises I have received in the past year	2.25	0.65	Disagreed

Source: Researcher Fieldwork Data, 2025.

Data on Table 6 show the mean and standard deviation response on the administration of compensation by the human resource management to the employee for higher productivity of Federal Airport Authority of Nigeria. The table shows that the respondents are not satisfied with the current compensation package (salary, bonuses, benefits, etc.), disagreed that compensation is based on performance and productivity, disagreed that additional incentives are given for outstanding performance, and respondents are not satisfied with their benefit package as seen on items 23, 24, 25, 26 and 27 with the weighted mean scores of 2.32, 2.0, 2.25, 2.32 and 2.25 respectively which were all below the criterion mean scores of 2.50.

When questioned about the administration of compensation by the human resource management to the employee for higher productivity of Federal Airport Authority of Nigeria, one of the respondents said that;

It's clear our employees feel undervalued. Our current system is not doing enough to reward productivity. This disconnect

between effort and reward seriously undermine motivation and long-term productivity. It's a call for the HR department to re-evaluate our compensation framework and ensure it reflects both performance and fairness.

Another respondent had this to say;

Many of us have raised concerns about compensation for a while. When you work hard and go above and beyond, but don't see any recognition through bonuses or incentives, it gets discouraging. It's not just about the money—it's about feeling appreciated. Without proper compensation, it's hard to stay motivated or give your best consistently.

Research Assumption one: There are key factors affecting employee productivity in the Federal Airport Authority of Nigeria.

Table 3: Correlations of key Factors Affecting Employee Productivity

Spearman's rho	HRM	Employee	Productivity		
	Factors Affecting Employee Productivity	HRM	Correlation	1.000	.661**
			Coefficient		
			Sig.(2-tailed)	.	.000
			N	365	365
		Employee Productivity	Correlation	.661**	1.000
			Coefficient		
			Sig.(2-tailed)	.000	.
			N	365	365

** . Correlation is significant at the 0.05 level (2-tailed).

The result of the analysis in Table 3 shows a significant level $p < 0.05$ ($0.000 < 0.05$), this means that there is a significant increase of key factors affecting employee productivity in the Federal Airport Authority of Nigeria. A correlation value of $r = 0.661$. suggest that there are plethora of working factors effecting employee productivity in the Federal Airport Authority of Nigeria. The study therefore revealed that there are numerous working factors inhibiting worker's productivity in FAAN.

Research Assumption two: The administration of compensation by human resource management contributes to higher employee productivity in the Federal Airport Authority of Nigeria.

Table 4.: Correlations of Administration of Compensation and Productivity

Spearman's rho	Administration of Employee	Compensation	Productivity		
	Administration of Compensation	Compensation	Correlation	1.000	.692**
			Coefficient		
			Sig.(2-tailed)	.	.000
			N	365	365
	Employee Productivity	Compensation	Correlation	.692**	1.000
			Coefficient		
			Sig.(2-tailed)	.000	.

N	365	365
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**. Correlation is significant at the 0.05 level (2-tailed).

Table 4 shows the correlation analysis between administration of compensation and employee productivity in Federal Airport Authority of Nigeria. The result of the analysis shows a significant level $p < 0.05$ ($0.000 < 0.05$), this means administration of compensation by human resource management contributes to higher employee productivity. A correlation value of $r = 0.692$. Suggest that the administration of compensation by human resource management contributes to higher employee productivity. The study therefore revealed that the administration of compensation by human resource management contributes to higher employee productivity in the Federal Airport Authority of Nigeria.

Discussion of Findings/Interpretation

The study sought to establish whether there is a significant relationship between human resource management (HRM) practices and employee productivity in the Federal Airport Authority of Nigeria (FAAN). Data presented in Table 1 show that respondents strongly affirmed the role of HRM practices in driving employee productivity. Specifically, the mean ratings indicate that employees agreed that HRM practices directly influence productivity ($M = 2.62$, $SD = 1.01$), that training enhances job performance ($M = 2.97$, $SD = 0.98$), that fair and motivating compensation encourages higher performance ($M = 3.16$, $SD = 0.98$), and that strong HR communication channels foster trust, teamwork, and operational efficiency ($M = 2.72$, $SD = 0.96$). The only item that was rejected was the statement that “there is no significant relationship between HRM practices and employee productivity” ($M = 2.0$, $SD = 1.08$), which indicates that respondents disagreed with this view. Since all mean values, except the fourth item, were above the criterion mean score of 2.50, the findings strongly establish a positive link between HRM practices and productivity in FAAN. The data are further corroborated by qualitative responses from participants. One respondent noted that when employees are properly managed, they become more productive and perform optimally, which contributes to organizational growth. Another respondent emphasized that HRM practices such as training, seminars, and workshops help workers stay updated with the latest working methods. Without such exposure, employees are bound to stagnate, repeating the same processes without improvement, which hinders productivity. These perspectives illustrate the critical role of HRM in equipping workers with relevant skills and fostering continuous improvement.

The findings align with extant literature that positions HRM practices as a cornerstone of organizational performance. Osborne and Hammoud (2017) argued that interaction with experienced managers motivates employees to perform better, while Jiang et al. (2020) highlighted the importance of effective communication in building trust and enhancing efficiency. This resonates with FAAN’s context, where clear HR communication channels were reported to strengthen teamwork and operational flow. In agreement with the current findings, Nassazi (2013) maintained that investment in training and development increases organizational performance and yields benefits to both managers and policymakers. Similarly, Nawab and Bhatti (2011) reported that fair compensation practices improve employee commitment, which ultimately translates into higher productivity. From a statistical perspective, the agreement on most items shows that FAAN’s workforce recognizes HRM practices as essential in promoting efficiency. Training in particular emerged as a critical factor, with respondents agreeing that it enhances performance in their jobs. This result corresponds with Anggiani (2017), who found that skilled and knowledgeable employees are more productive. The implication here is that FAAN’s HR department should prioritize continuous professional development to ensure employees remain competitive and adaptable in an evolving aviation environment. Compensation was another HRM practice that drew strong

consensus among respondents. With the highest mean score ($M = 3.16$), it demonstrates that employees view fair and motivating compensation as a key driver of productivity. This is consistent with the findings of Mohammed and El-Jajah (2019), who posited that adequate pay motivates employees to exert higher effort toward organizational goals. It also aligns with Qureshi and Sajjad (2015), who concluded that compensation and benefits directly influence employee outcomes. For FAAN, this underscores the need for compensation structures that are performance-based and competitive within the industry. The significance of communication also emerged from the data, where respondents agreed that strong HR communication channels foster trust and teamwork, thus improving operational flow. This supports Kennedy and Kariuki (2018), who observed that transparent communication is instrumental in shaping employee attitudes and organizational effectiveness. Within FAAN, clear communication is especially critical, given the safety-sensitive nature of airport operations that require strict adherence to protocols and seamless teamwork.

The rejection of the statement that “there is no significant relationship between HRM practices and employee productivity” further strengthens the conclusion that HRM and productivity are positively associated in FAAN. This rejection indicates that employees believe HRM practices cannot be isolated from productivity outcomes. Rather, they see HRM as central to achieving organizational efficiency and effectiveness. Overall, the findings reveal a strong and consistent relationship between HRM practices and employee productivity at FAAN. The combination of training, fair compensation, effective communication, and strategic HR policies creates an enabling environment where employees feel motivated, skilled, and committed to organizational goals. This synergy not only enhances individual performance but also strengthens FAAN’s capacity to meet its operational and strategic objectives in the aviation sector.

The implication of these findings is that FAAN’s management must continually invest in HRM practices to sustain and improve productivity. Training and development should be regular and tailored to job-specific needs. Compensation systems must be fair, transparent, and linked to performance. Communication channels should be strengthened to foster trust and ensure that employees are engaged in decision-making processes. By consolidating these HRM practices, FAAN can maximize employee potential, improve service delivery, and enhance organizational competitiveness in the aviation industry.

Conclusion And Recommendations

This study set out to examine the relationship between human resource management (HRM) practices and employee productivity in the Federal Airport Authority of Nigeria (FAAN). The findings revealed that HRM practices are not just supportive functions but central to driving organizational efficiency. Evidence from the analysis showed that employees acknowledged the direct impact of HRM practices on their productivity, with training, fair compensation, and strong communication channels emerging as the most influential drivers. The rejection of the statement suggesting no significant relationship further affirmed that productivity in FAAN cannot be divorced from the quality of HRM practices. Qualitative responses reinforced the quantitative data, as employees highlighted the importance of training, fair management practices, and effective communication in improving work outcomes. These results align with earlier studies that emphasize the role of fair compensation, staff development, and trust-building communication in enhancing organizational performance. Taken together, the study concludes that FAAN’s productivity depends largely on its ability to institutionalize robust HRM practices that equip staff with relevant skills, motivate them through competitive

rewards, and foster teamwork through transparent communication. Strengthening these practices will position FAAN to achieve its strategic objectives and maintain competitiveness within Nigeria's aviation sector.

It is recommended that management and supervisors in FAAN should create a work environment where employees derive satisfaction from their daily tasks. This can be achieved by providing continuous support, recognition, and a sense of purpose in their roles. Employees should also be enlightened on available career growth paths and personal development opportunities, as this will motivate them to remain committed to the organization. Exposure to fair and transparent promotion opportunities should be prioritized, ensuring that employees are rewarded for hard work and dedication. Furthermore, management should foster a culture of inclusion by promoting open communication and establishing effective feedback mechanisms. This will help build trust, strengthen employee–management relations, and improve morale across the organization. By implementing these recommendations, FAAN can not only boost employee motivation and productivity but also create a more engaged, loyal, and future-ready workforce.

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