

Global Best Practice and Staff Productivity: A Study of the Federal Road Safety Corps Rivers State Sector Command, 2012-2023

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Abstract- The adoption of global best practices has become essential for organizational growth and competitiveness in an increasingly interconnected world. This study examined the impact of Global Best Practice (GBP) on staff productivity within the Federal Road Safety Corps (FRSC), focusing on the Rivers State Sector Command. The study primarily sought to examine the impact of training and career development on staff productivity and evaluate how the use of state-of-the-art technology affects productivity of FRSC personnel. Two research questions and two hypotheses guided the study in examining the relationships between these factors and productivity. The study utilized two theoretical frameworks: McGregor's Theory X and Theory Y, and the Contingency Theory by Fred Fiedler. A descriptive research design was used to observe and describe employee behaviour within the FRSC, Rivers State Command. The study area comprised a population of 400 employees across ten departments, with a sample size of 200 determined using Taro Yamene's formula and a purposive sampling technique. A validated 20-item questionnaire instrument was used for data collection, with a reliability index of 0.78. Data analysis involved answering research questions using percentages, means, and standard deviations, while hypotheses were tested using chi-square. The findings emphasized the critical relationship between technology use and employee training in enhancing staff productivity and organizational outcomes. Statistical analysis revealed significant positive correlations between advanced technological implementation and productivity metrics, as well as between comprehensive training programs and performance indicators. The study established that investment in employee development and

technological infrastructure has demonstrable returns in terms of organizational efficiency. The study concluded by recommending the integration of comprehensive training programs and technological advancement initiatives to enhance organizational efficiency and drive sustainable growth in road safety initiatives within the FRSC Rivers State Sector Command. These insights provide valuable guidance for policy formulation in both public and private sector organizations seeking to optimize human resource capacity and technological integration.

Indexed Terms- Global Best Practices, Employee Training, Technological Innovation, Road Safety Administration, Organizational Efficiency, Public Sector Performance.

I. INTRODUCTION

The need to ensure competitive advantage among organizations in recent times caused by the demands of globalization has no doubt made organizations redirect their effort towards achieving quality in all their activities. Practices that will satisfy the ever-increasing expectations of their clients have now become the priority. At the global level, quality has developed as a most competitive weapon for organizations to survive in the competition and succeed in their respective industries (Sathish kumar and Karthikeyan 2014:1). To meet up with trend, organizations have started seeking for best ways to improve quality of their products and services. This quality-focused approach has become essential for sustainable growth in today's interconnected business environment.

Global best practices refer to certain methods, techniques, mechanisms and practices that have been tested and found to be result oriented at a global level. They refer to those practices that have worked and produced results globally and as such, can serve as examples and templates; and set the pace for others to follow. Around the world, companies are adopting Best Practice methods of organizing production. These methods aim at simultaneously reaching the highest levels of quality, productivity and flexibility, at competitive cost. The implementation of these practices requires significant organizational adaptation to maximize their effectiveness within specific operational contexts.

Productivity can be seen as the ratio of input and output or production capacity of the workers in organization. It is the relationship between the amount of one or more inputs and the amount of outputs from a clearly identified process. Here, we are discussing productivity in relation to the willingness of the workers to do his job without restricting output- implying that he/she has a sense of work and so willing to work. It is a general assumption, however, that a satisfied worker is a productive worker that is high job satisfaction leads to high productivity. These productivity metrics serve as key performance indicators for organizational effectiveness and efficiency in resource utilization.

The remit of this study is to investigate how the use of Global Best Practices will boost productivity at the Federal Road Safety Corps (FRSC). The ugly narrative of road traffic crashes in the early 70s led to the establishment of the Federal Road Safety Commission (FRSC) in 1988. The commission was specifically empowered by legislation to coordinate road safety administration and traffic management in Nigeria with an ultimate aim of halting the trend of road traffic crashes and fatalities on all the 204,000 kilometres of roads that traverse the country. Prior to the establishment of the FRSC, Nigeria had one of the highest rates of road traffic accidents globally, posing significant challenges to public safety. The FRSC's mandate includes developing and implementing comprehensive strategies to reduce the frequency and severity of road accidents nationwide.

Road traffic crashes have become one of the world's largest public-health and injury-prevention problems. The issue is all the more acute because the victims are overwhelmingly healthy before their crashes. Nigerian was not immune from this problem. According to a report by the World Health Organization (WHO), Nigeria recorded one of the worst cases in Africa (WHO, 2018). It is this unpleasant trend in the nation's road traffic system which resulted in an upsurge in road traffic accidents that made the Federal Government to initiate a search for a credible and effective response to the challenge. That search birthed the Federal Road Safety Commission through Decree No. 45 of 1988 as amended by Decree 35 of 1992.

Global best practices (GBP) is a set of cutting-edge techniques, practices and even technology which imbued an enterprise with a competence that distinguishes it qualitatively and competitively. Several studies have been conducted in the domain of science regarding GBPs, but none has been done on how global best practices can improve productivity in traffic management and road safety in Nigeria. This study therefore seeks to assess the impact of the adoption of Global Best Practices (GBP) in the operation of the Federal Road Safety Corps on its productivity. The primary objectives of this study are to examine the impact of training and career development on staff productivity in the FRSC, and to evaluate how the use of state-of-the-art-technology affects the productivity of FRSC personnel. The findings from this research aim to provide actionable insights for policy formulation and operational improvements within the FRSC and similar traffic management organizations. The following research questions and hypotheses tested at 0.05 level of significance guided this study;

- i. How does career training development impact on staff productivity in Federal Road Safety Corps, Rivers State Sector Command?
- ii. What is the impact of the use of the state of the art technology on staff productivity in Federal Road Safety Corps, Rivers State Sector Command?

Research Hypotheses

- i. There is no significant relationship between career training development and staff productivity in Federal Road Safety Corps, Rivers State Sector Command.
- ii. There is no significant relationship between the use of state of the art technology staff productivity in Federal Road Safety Corps, Rivers State Sector Command.

II. THEORETICAL FRAMEWORK

Mcgregor Theory “X and Y”

Douglas Mcgregor, (1960) was a social psychologist who developed two contrasting theories that explained how managers in organizations belief about what motivates their workers and can affect their management style. He Labelled it theory X and Y .According to Mcgregor, both theories are different from each other and are used by managers to motivate their employees. Theory X, suggest an authoritarian approach in motivating workers in an organization. The key assumption in this approach is that the average employee does not like work and will do everything possible to avoid it. The second assumption is that the employees need to be threatened or forced to work towards the organizational goals. They will avoid responsibility and the managers have to supervise them at every step.

Therefore, in an organization where theory X is followed, the management has to apply an authoritarian style of leadership. On the other hand, organizations who follow the theory Y principle have a more decentralized approach, that is to say the authority in that organization is distributed among employees, these keep the employees motivated. There are some key assumptions under theory Y. one of them is that employees take responsibility of their actions and work towards achieving the goals of the organization without much supervision. The workers are more participative and try to solve problems on their own. This type of management style, even a small group of employee can participate in the decision making process. Therefore, theory X works on the idea of punishing people to keep the work

going, while under theory Y promotion, rewards and recognition play an important role , this keep the employees motivated to work hard towards achieving the goals of the organization.

In conclusion, the function of motivating people involves certain assumptions about human nature as stated earlier. Theory X and theory Y are two sets of these assumptions about the nature of people, individual who lack ambition dislike responsibility and prefer to be led, and individual who desire security. The management implication for theory X is that, to achieve organizational objectives, a business manager would need to impose a management system of coercion, control and punishment.

Theory Y considers the effort workers put into work just like rest or play, ordinary folks who do not dislike work. Depending on the working conditions, work could be considered a source of satisfaction or punishment, individuals who seek responsibility (If they are encourage) this implies that theory X workers are those to achieve organizational objectives, rewards of varying kinds and are likely to be the most popular motivator. The challenge for theory X workers is to create a working environment that is culture where workers can show and develop their creativity. The relevance of this theory to the study is that if the management of the FRSC motivates the workforce, equipping them with the relevant tools of work, and give that welfare packages in line with global best practice, productivity would be boosted.

III. CONTINGENCY THEORY

The contingency theory was propounded by Fred Fiedler in 1967. The core attributes of the theory are that; Leadership effectiveness depends on the interactions between the leader’s behaviour and situational factors, Different situations call for different approach types of leadership styles, there is no one best way to lead, and the most effective leadership style will vary depending on the circumstances, and the theory emphasizes the importance of considering the environment and the characteristics of followers in determining the most suitable leadership approach.

The theory directed the study variables by the assertion that; the leaders ability to lead is contingent upon various situational factors, including the leaders' preferred style, the capabilities and behaviors of workers that depend heavily on the situational factors. This theory propounds the intimate approach to management by focusing on situation first rather than organizational means, to apply a specific leadership style that will stimulate individual performance. The first assumption here is that; an individual who attempts to influence others must use both directive (task) and supportive (relationship) behaviors. However this assumption did not cater for the inherent change in human behaviors that necessitated different approaches in management and thus this left a gap in the researcher's field to try and bridge the gap by testing for the impact of this assumption to employee behavioral scenarios in performance.

The second assumption here is that any leadership style depends on a specific situation; by this Fiedler implied that; the behavioral patterns of the leader will help him / her acquire competencies needed for effectiveness in using the styles in their relevant situations and thus effectiveness in performance. However the second assumption in this theory left a lot to be desired, since situations were determined by both external and internal factors that affected the way employees responded to the situations presented to them. It was believed by most respondents that approaches hugely influenced leadership styles that matched different situations but the challenge was for the team leaders to know which leadership styles to use. The major argument of the theory is that there is no single best way to manage an organization. The best way to manage an organization depends on the situation or contingencies that the organization is facing. In this case, the contingency would be the need to improve staff productivity by applying global best practices.

IV. CONCEPTUAL REVIEW

Concept of Global Best Practices (GBP)

The term 'best practice' was first used by businesses, in the 1960s, looking to improve performance and maintain competitive advantage (Jarrar and Zairi, 2000). No one definition of 'best practice' exists, but generally the moniker is given to solutions,

policies, interventions, actions, or procedures that are deemed successful and may assist other entities grappling with similar challenges (Macmillen and Stead, 2014). The term has been applied in many disciplines, including planning and transportation, where it remains standard (Osburn, Caruso, and Wolfensberger, 2011, 214). Examples of best practice are frequently cited in local, national, and international policy documents (see Bulkeley 2006, 131–132; Stead, 2012).

Best practices (BP) or what some authors call global best practices (GBP) are a set of technique and competency programs adopted as an aid to improving the quality and quantity of products, commodities or service delivery of enterprises to target markets. A best practice is a standard or set of guidelines that is known to produce good outcomes if followed. Best practices are related to how to carry out a task or configure something. Strict best practice guidelines may be set by a governing body or may be internal to an organization. Other best practices may be more informal and can be set forth in manufacturer's guidance, in published guidelines or even passed along informally (Wright, 2023).

In some industries, there may be a legal requirement to follow best practice guidelines. In many technological fields, however, a best practice usually presents the optimal way to work, how to use a product or a set of ideals to reach toward. It may not be required to follow a best practice, but an organization should consult a best practice regularly and follow it wherever possible. The evolution of GBP has commanded increased research attention in recent times. This can be attributed to increased competition and innovation across several industries. A best practice is a method or technique that has consistently shown results superior to those achieved with other means, and that is used as a benchmark (Grayfell, 2015). By this definition, the concept of GBP has assumed a deeper meaning and implication with respect to context and practices which African SMEs should take interest in.

Contextually, GBP is seen as an innovation, a new thinking or a new way of technically doing things that help ensure consistent positive results that is sustainable in industrial settings. It can therefore be

inferred that GBP share a link with total quality management (TQM) as both have ‘consistent improvement in quality’ (Deming, 1986, Bendal, 2002) as a mantra that guides their general framework of operation. The concept of sustainability is seen in an industrial and economic sense. Therefore, for a new technique to qualify as a best practice, the cost of its input factors must be subordinate to its output (results) to ensure value recovery and continuity. Again, in its industrial sense, a GBP should have capacity to distinguish the organization as having something unique considered a vital contributor to productivity levels. This should be in addition to conferring a positive image and enhancing enterprise corporate profile in the eyes of its publics. In some sense, a GBP is considered a ‘winning formula’ and a ‘critical success factor’ within a given industry. In Nigeria and many sub-Saharan Africa economies, the ‘flu’ of GBP has long been felt across several industrial sectors. As far back as 1989 to early 2000s, many firms in Lagos in the Illepeju and Ikeja Industrial Estates have begun to key into the GBP concept. One of the techniques adopted then was the development of a ‘quality template’ that guides production and operations activities. Apart from the quality template, there was a process of ‘accreditation’ across several industrial and trade associations in Lagos. The objectives of these associations (which became regulatory bodies) were to ensure uniform ‘standard operation procedures’ (SOP) across industries designed to confer ‘certification’ and ‘genuineness’ on enterprises and their products/services. Thus best practices was considered a feature of accredited management standards with various code names like ISO 9000, ISO 14001 etc. (Grayfell, 2006). No doubt the evolution or diffusion of GBP into Nigeria and the industrial framework of sub-Sahara Africa has its influence from the efforts of researchers, scholars and industrial titans of western orient. Scholars like Peters and Waterman (1982) in their earlier study *In Search of Excellence* recommended what they called 8- attributes of excellence. For them these attributes are indicators such as: a bias for action, being close to the customer, autonomy and entrepreneurship. Others include productivity through people, hands - on value driven, sticking to the knitting, simple - form lean staff, and simultaneous loose - tight properties. They advocated a doctrine of ‘fix it’ and ‘management by wandering around’ as viable techniques by which enterprises can

achieve excellence. At that time, their study created a struggle by blue chip firms in the USA and indeed most parts of the highly industrialized world as competing enterprises adopted sterling techniques to improve productivity on the way to being listed among excellent organizations. Side by side with the above study, management scholars like Boyatzis (1982), Perrenaud (2000) and later Jackson and Schuler (2003) redefined the perception, functions and even modus operandi of a GBP in their several studies on development and management of core competencies as basic building blocks in the growth and development of GBP.

Currently, GBP is seen as a ‘smart practice’ and a ‘code of operation’ designed to recover positive results across enterprises, economies of nation - states for sustainable socioeconomic development. Initially, the idea of a “best practice” was tied to the notion of “evidence-based practice.” That is, something would only be called a “best practice” if a solid body of evidence (not just a single study) demonstrated that the practice ranked at or near the top of effective measures. This notion of “best practice” did not last long. It was quickly hijacked by the other three developments (Ekakitie, 2018).

The appellation of “best practice” ascribed to some approaches has nothing to do with “evidence” of their worth. In fact, the “best practice” may be contrary to evidence, so that there is a disconnect between the evidence and claims of “best practice.” A “best practice” assertion may be made solely based on whatever a certain ideology holds to be desirable--for instance, within the self-determination and self-advocacy ideology, the promotion of self-determination was hailed as a “best practice.” Within the facilitated communication ideology, the magic touch to a person’s hand or arm while the person sat before a communications device or key board became a “best practice.” Evidence was not considered relevant. In fact, it might be systematically delegitimized, as when negative evidence of facilitated communication is declared to be “positivist,” and positivism is declared—almost with a sneer—to be irrelevant. In essence, this delegitimizes the scientific method, and makes a service practice unfalsifiable (Biklen & Duchan, 1994). To the Western AIDS industry, nothing has been a better practice than

condom use, even in the face of massive failure, and of vastly better results with other strategies. In such cases, one can expect an entire culture of deception to take over that misinterprets or denies contrary evidence, reinterprets evidence of failure of the condom strategy as success, or at least fails to report contrary evidence (Green & Ruark, 2008).

The way the term “best practice” is being used by many parties seems to be in the long and strong human service tradition of embracing the latest craze. For instance, in 2009, The Arcof America issued a call for workshop topics for its upcoming national convention that would focus on “best practices” and also be “innovative.” Is it not more likely that innumerable best human service practices are ancient, like maybe feeding the hungry, clothing the naked, consoling the broken-hearted, adults taking in an orphaned child to raise instead of letting an institution try to do it, etc.? Instead, popular practices--even merely craze practices--are baptized to be “best practices.” Such a practice may not really be the best, just the latest, or the commonest because everybody else is doing it, which is a common problem in medicine. Apparently the thinking goes that “if everybody does it,” then it must be very good, and at any rate, one can hardly be successfully sued for doing it. In essence, this makes a “best practice” a safe practice for the practitioner, even though what everybody does in human services or medicine can be very bad or even lethal practice, such as bloodletting and purging in the past. An example is an article (Neeley-Barnes, Marcenko, & Weber, 2008) that without any supportive evidence declared that making consumers the decision-makers about what services are needed and who will provide them, as in person-centered planning, “are now recognized as best practice.” This also comes close to letting ideology dictate what a “best practice” should be regardless of the evidence (no. 2 above). Cartoonist have a way of capturing these popular self-deceptions. For example, when the boss in the comic strip “Dilbert” announced that “*We will be adopting the best practices in our industry, just like everyone else,*” one underling responded “*If everyone is doing it, best practices is the same thing as mediocre.*” He was told to “*Stop making mediocrity sound bad!*”

How a best practice is established

Best practices may generally be created in one of two ways. An organic best practice is usually formed naturally after years of trial and error make it clear that following a certain procedure is better than any other procedure. An established best practice is created by an organization or manufacturer through research to set guidelines or benchmarks for other organizations to follow. Organic best practices arise naturally as people work. They find that some ways of working produce better outcomes than others. These can come from an individual or from groups as they exchange ideas and experience. Often, these best practices are written down, either in a book or online, to be shared with others. An everyday example of this type of best practice is to look both ways before crossing the street. It isn't a law to look, and people may find some success if they don't do it. But this often-repeated piece of advice produces the best results in the long run if followed. Another example of a best practice is using an Agile Kanban working structure.

An established best practice is set by a governing organization after researching the best way to accomplish a task. The establishing organization may be governmental, an industry group, the original equipment manufacturer (OEM) or the software manufacturer, or the best practice may be established by a company for internal use. These are often similar to a standard but are optional to follow. They may be a benchmark that an organization can compare itself to. An everyday example of this type of best practice is to change your car's oil every 5,000 miles. It is highly recommended by the manufacturer and not following it reduces the longevity of the vehicle. Another example of a best practice is the National Institute of Standards and Technology's Cybersecurity Framework. (Ekakitie, 2018).

Origin and uses of Global best practices

The term ‘best practice’ was first used by businesses, in the 1960s, looking to improve performance and maintain competitive advantage (Jarrar and Zairi, 2000). No one definition of ‘best practice’ exists, but generally the moniker is given to solutions, policies, interventions, actions, or procedures that are

deemed successful and may assist other entities grappling with similar challenges (Macmillen and Stead 2014). The term has been applied in many disciplines, including planning and transportation, where it remains standard (Osburn, Caruso, and Wolfensberger 2011, 214).

Examples of best practice are frequently cited in local, national, and international policy documents (see Bulkeley 2006, 131–132; Stead 2012). There are myriad reports and guides charting best practices from local and national governments in the EU, on topics ranging from: pandemic response for fire and rescue services (Fire-In 2020); energy efficiency in data storage centres (EU Science-Hub 2018); to transport topics including freight, road safety, and cycling (Citation 2015; SUPREME 2007; ROSE 2014). Between 1997 and 2006, €8.5 billion was spent on EU cross-border projects (Duhr and Nadin 2007, 373–377). More recently, for EU INTERREG alone, €359 million was allocated for projects from 2014 to 2020 (2020). Such inter-regional initiatives ordinarily involve the sharing of best practice to address policy challenges (Colomb 2007), resulting in readily available reports of the sort cited above.

The propagation of best practice can be situated within a wider turn to evidence-based policy-making that occurred in the 1990s. A focus on research and evaluation was set by the 1997 New Labour government in the United Kingdom, who stressed that only proven interventions would become policy (Martin and Sanderson 1999; Sanderson 2002). As part of this effort, the UK government issued guidance in 2001 on how research, both old and new, and consultation with internal and external experts should drive evidenced-based policy (Evans 2009, 249). Embracing evidence opens inquiry to international examples: ‘learning from other countries appears to fit with the notion of ‘evidence-based’ policy-making, a movement in public policy governance that has taken hold in a number of countries’ (Ettelt, Mays, and Nolte 2012, 491). A review of how best practices are deployed concluded that ‘real evidence’ would make them more effective policy instruments (Brannan et al. 2008, 37), showing how evidence-based logic underpins their design. In addition, these trends can be placed amongst heightened financial constraints facing governments across the EU, which increases

the appeal of capitalizing on ‘effective solutions established in one area by rolling them out across other areas’ (Marsden, 2011: 44). These factors help explain the proliferation of best practice. Their now ubiquitous status is underpinned by the principle that best practices aid policy-making. This is described as an ‘an accepted wisdom within national policies and programmes, as well as in international arenas and networks’ (Bulkeley, 2006), which stands as testament to the importance afforded to best practice in policy-making processes.

Principles of Global Best Practices

GBP Six Sigma Principles One of the six sigma principles is “Define, Measure, Analyze, Improve, and Control” (Ekakitie, 2018). The FRSC could apply this principle to its crash data management system. First, the FRSC could define the problem with the current system such as incomplete or inaccurate data. Then the Federal Road Safety Corps could measure the effectiveness of the current system and analyze the root causes of the problem. Next, the FRSC could improve the system by implementing new technology or training staff. Finally, the FRSC could control the system by regularly monitoring and evaluating its effectiveness.

Just In Time (JIT) Principle

This is a strategy that reduces holding and storage costs by scheduling production so that inventory is kept very low. To sustain the just-in-time setup in the company, the production is planned based on the demand of the customers. Once an order is known, the production is started and delivered to the clients as soon as they are produced. This way, there is minimal holding cost in the factory and saves space in the factory area. The FRSC could apply the JIT principle to its operations by making sure that staff have the resources they need, when they need them. For example, the FRSC could make sure that staff have access to up-to-date information about road conditions, traffic, and weather. Staff could also be provided with the necessary tools and equipment to do their jobs, such as first aid kits and traffic cones. Other ideas for applying the JIT in FRSC are, reducing the number steps needed to complete a task, streamlining processes and procedures, reducing waiting times for

resources, and minimizing bottlenecks in workflows (Ekakitie, 2018).

Kaizan

Kaizen is a Japanese concept that has become a critical component of quality management in many industries around the world. Kaizen is a Japanese term that means "constant improvement," and it refers to a philosophy that involves making small, incremental changes to improve processes and systems over time. This approach emphasizes the importance of involving all employees in the improvement process, as everyone has valuable insights and improvement ideas. A key principle of Kaizen is a concept known as "gemba," which means "the real place,". This principle emphasizes the importance of physically visiting the location where work is being performed, observing the process, and identifying areas for improvement. This ensures that improvements are based on actual experience rather than theoretical ideas. Another important Kaizen principle is the concept of "poka-yoke," which translates as "mistake-proofing." This entails designing processes and products in such a way that errors are avoided before they occur. This contributes to higher quality and less waste.

The FRSC could apply this principle of continuous improvement by regularly reviewing its policies and practices, and making small changes to improve efficiency and effectiveness. For example, the FRSC could set a target of reducing road accidents by 5% each year. To achieve this target, it could implement small changes, such as adding new road signs, increasing the number of traffic marshals on duty, or advising the government to improve the quality of road maintenance (Wright, 2023).

Best practices are important because they help companies and organizations develop highly effective processes to streamline work. Since Best Practices comprise the best way to do something, implementing them can improve efficiency. In every field, you can use best practices to maximize your time, improve the quality of your work and be more productive at work. Best practices can transform overtime within a business or industry when new technology or ideas surface. For example, surgeons consistently update best practices to ensure they are using the best

technology and most effective process during every procedure. Some industries require best practices as they are legally binding. These industries like health care, or construction, follow best practices to ensure the safety and well-being of everyone, which is ethical. Others use best practices to simplify processes to optimize everyone's time and efforts. Both uses are important for streamlining work and protecting the people involved (Osborne, Geruso and Wolfensbergen (2011).

Concept of Productivity

Black (2002) defines productivity as the amount of output per unit of input achieved by a firm, industry, or country. In industrial organization, research has linked productivity levels to a number of features of technology, demand, and market structure. Examples include the effect of competition (Syverson 2004, and Schmitz 2005), the size of sunk costs (Collard-Wexler cited in Syverson 2011), and the interaction of product market rivalry and technology spillovers (Blom, Schankerman, and Reenen 2007). Simply put, productivity could also be seen as efficiency in production: how much output is obtained from a given set of inputs. As such, it is typically expressed as an out-input ratio. Single-factor productivity measures reflect units of output produced per unit of a particular input. Labor productivity levels are affected by the intensity of use of the excluded inputs. Two producers may have quite different labor productivity levels even though they have the same production technology if one happens to use capital much more intensively, say because they face different factor prices (Syverson 2011). On the part of pass, Lowes and Davies (1993), productivity means the relationship between the output of an economic unit and the factor inputs which have gone into producing that output usually measured in terms of output per man home to facilitate inter-trim, inter-industry and inter-country companies.

Productivity can again be seen as the ratio of input to output or production capacity of the workers in organization it is the relationship between the amount of one or more inputs and the amount of outputs from a clearly identified process. Here, we are discussing productivity in relation to the willingness of the workers to do his job without restricting output- implying that he/she has a sense of work and so willing to work. In this context, productivity is that which

people can produce with the smallest amount of effort. It is a ratio to calculate how well an organization or individual industry, country input belongings labour materials and machines etc into tangible goods and services; it is a general assumption, however, that a satisfied worker is a productive worker that is high job satisfaction leads to high productivity. Recent studies have shown that a satisfied worker may be a high producer or low producer or only an average producer hence, satisfaction – productivity relationship is complex, because it is influenced by many variables such as the reward that an employee received. According to the Human Relations School, a happy worker is a productive worker. This was however countered by Scholastic as cited by Eliogu (1983) who says that morale is no longer considered a prerequisite of high productivity that the nature of the relationship between morale and productivity is open to serious questioning. Fansal, (2014) on his part gave a definition of productivity as an economic measure of output per unit of input. Inputs include labour and capital while output is typically measured in revenues, and other GDP components such as business inventions.

Again Lipman and Hoch (1974) are of the opinion that leadership plays a key role in workers' productivity. According to them, a participating learner is most likely to have a higher level of productivity and morale among the subordinate than a cautionary authority leader. A model further developed by Porter and Labour tends to suggest that productivity leads to job satisfaction mostly when there is equity in the reward system of the organization. There are various parameters often considered by business managers and evaluators in measuring organizational productivity Philip (2011)

They include:

- (a) Labour efficiency
- (b) Product quality

Concept of Road Safety

Road traffic safety refers to the methods and measures used to prevent road users from being killed or seriously injured. Typical road users include pedestrians, cyclists, motorists, vehicle passengers,

horse riders, and passengers of on-road public transport (mainly buses and trams).

Best practices in modern road safety strategy:

The basic strategy of a Safe System approach is to ensure that in the event of a crash, the impact energies remain below the threshold likely to produce either death or serious injury. This threshold will vary from crash scenario to crash scenario, depending upon the level of protection offered to the road users involved. For example, the chances of survival for an unprotected pedestrian hit by a vehicle diminish rapidly at speeds greater than 30 km/h, whereas for a properly restrained motor vehicle occupant the critical impact speed is 50 km/h (for side impact crashes) and 70 km/h (for head-on crashes). (International Transport Forum, 2008).

An Overview of the Federal Road Safety Corps

Prior to the establishment of the Federal Road Safety Commission in 1988, there was no concrete and sustained policy action to address the carnage on Nigerian roads. Earlier attempts in this direction were limited to discrete and isolated attempts by some states of the federation and individuals. Notable among the efforts to institute a formidable road safety program was the effort of Shell Petroleum Development Company of Nigeria (SPDC) between 1960 and 1965. The effort of the Nigerian Army in the training of its officers and men on road safety in the early 1970s also contributed to road safety ideas and consciousness in Nigeria: The Nigerian Army started the First Public Road Safety Campaign in 1972 when it initiated an annual Road Safety Week (Balogun, 2011)

The first deliberate policy on road safety was the creation in 1974 of the National Road Safety Commission (NRSC) by the then-military government. The impact of the commission was, however, not sustained. In 1977, the Military Administration in Oyo State, Nigeria established the Oyo State Road Safety Corps which made some local significant improvements in road safety and road discipline in the state (Moses, 2020). That lasted till 1983 when it was disbanded by the federal government. With the continued dangerous trend of road traffic accidents in Nigeria then, which placed

it as one of the most road traffic accident (RTA) prone countries worldwide (the most in Africa) in 2013(WHO, 2018). The Nigerian government saw the need to establish the present Federal Road Safety Corps in 1988 to address the carnage on the highways.

V. EMPIRICAL REVIEW

Bloom, Brynjlfsson and Sylvester (2014) in a study titled, Information Technology and Productivity: Evidence from a Panel of U.S Firms, which examined the relationship between technology and productivity found that the use of technology like computers and software can increase productivity by reducing the time needed to complete tasks. For instance, they found out that the use of computerized patient records in hospitals led to a 10-15% increase in productivity.

Another study by Grunfield, Goodman and Kassenboehmer (2017), titled, IT and Productivity: A Comparison of U.S and UK Firms, found a positive relationship between the use of State-of-the-art-technology and productivity. Another study by Russell and Roach (2014), titled, The Impact of Streamlining Processing and Procedures on Performance: A Meta-Analysis, which looked at the effect of process streamlining on various measures of organizational performance, including productivity, found that streamlining processes and procedures brings about efficiency.

Liemt (1998) carried out a work on applying global best practice: workers and the new methods of production organisation. It was a conceptual paper conducted in Geneva, Switzerland. The finding of the paper is that global best practices has to aim at reaching simultaneously the highest level of productivity, quality and flexibility at competitive cost. The adoption of global best practices requires significant changes in the way people work, how they work together and in labour-management relations.

Blake (2006) in a study to establish the relationship between the kaizen principle of continuous improvement and productivity found out that implementing the kaizen principles led to a 25-40% increase in productivity at a machinery manufacturing company. Another study by Alrashed, Mohamed and Coakes (210) on the impact of adopting the JIT

principle of quick access to resources led to a 40-50% increase in productivity at an electronics manufacturing firm. Furthermore, another study on the impact of using the principles of kaizen and JIT on productivity, by Kashkoush, Boutaba and Verma (2010) found that implementing these principles led to a 50-75% increase in productivity.

The literature reviewed showed that GBP can indeed lead to staff productivity. But almost all the previous studies reviewed were from organizations outside Nigeria, and mostly in the private sector. No empirical study has been done on the impact of GBP on staff productivity in any organization, either in the private or public sector of Nigeria. This is the gap this study wishes to fill.

VI. METHODOLOGY

The study adopted a descriptive research design to observe and describe employee behavior within the Federal Road Safety Corps (FRSC), Rivers State Command. The organization serves as the government agency with statutory responsibilities for road safety administration in Nigeria, operating in all states and the Federal Capital Territory. The target population consisted of 400 employees across ten departments, including Operations, Administration and Human Resources, Training, and Motor Vehicle Administration, among others. Using Taro Yamene's formula ($n = N/1+N(e)^2$, where $e = 0.05$), a sample size of 200 was determined. A purposive sampling technique was employed to select participants, chosen for its ability to group the population into definite strata. Data collection utilized both primary sources (structured questionnaire with closed-ended questions) and secondary sources (textbooks, seminar papers, conference papers, FRSC website, and magazines). The research instrument was validated by the researcher's supervisor and two experts from the Public Administration department at the University of Port Harcourt, ensuring content and face validity. Reliability was established through trial-testing with 20 staff outside the study area at Rivers State University Teaching Hospital, yielding a reliability index of 0.78 using Pearson moment correlation coefficient. Data analysis employed percentages, means, and standard deviations to answer research

questions, while hypotheses were tested using chi-square statistical method.

VII. DATA ANALYSIS

Table 1: Mean(x) Ratings of career training development and impact on staff productivity in Federal Road Safety Corps, Rivers State Sector Command.

How does career training development impact on staff productivity in Federal Road Safety Corps, Rivers State Sector Command?	Total	SA	A	D	SD	Mean	STD	Remark
		4	3	2	1			
1. Have you received any training or career training development opportunities within the Federal Road Safety Corps (FRSC)?	175 (100)	57 (32.6%)	56 (32%)	32 (18.3%)	30 (17.1%)	2.80	2.39	Agreed
2. If yes, do you believe that the career training development programmes have improved your job performance and productivity?	175 (100)	76 (43.4%)	69 (39.4%)	19 (10.9%)	11 (6.3%)	3.20	7.10	Agreed
3. Do you think that the skills and knowledge gained from the career training development have positively affected your ability to perform your job duties?	175 (100)	85 (48.7%)	52 (29.7%)	20 (11.4%)	18 (10.3%)	3.17	8.21	Agreed
4. Have you noticed any changes in your productivity levels since participating in the career training	175 (100)	77 (44%)	52 (29.7%)	21 (12%)	25 (14.3%)	3.03	8.35	Agreed

development programme?

5. In your opinion, how important is career training in enhancing staff productivity within the FRSC?

	Very important	important	Not important	Very important			
	175	89	52	14	20	3.20	7.86
	(100)	(50.9%)	(29.7%)	(8%)	(11.4)		Important

Source: Field work, (2024).

Table 2: Mean Ratings of Career Training Development and Impact on Staff Productivity in the Federal Road Safety Corps, Rivers State Sector Command

The first item inquires about whether staff have received any training or career development opportunities within the FRSC. 32.6% strongly agree, 32% agree, 18.3% disagree, and 17.1% strongly disagree. The mean rating for this item is 2.80, with a standard deviation of 2.39, indicating agreement among respondents.

The second item asks if those who received training believe that the career development programs have enhanced their job performance and productivity. 43.4% strongly agree, 39.4% agree, 10.9% disagree, and 6.3% strongly disagree. The mean rating for this item is 3.20, with a standard deviation of 7.10, showing agreement among respondents.

The third item assesses whether the skills and knowledge acquired from career training have positively influenced job duties. 48.7% strongly agree, 29.7% agree, 11.4% disagree, and 10.3% strongly disagree. The mean rating for this item is 3.17, with a standard deviation of 8.21, indicating agreement among respondents.

The fourth item explores whether participants noticed changes in their productivity levels after participating in career training. 44% strongly agree, 29.7% agree, 12% disagree, and 14.3% strongly disagree. The mean rating for this item is 3.03, with a standard deviation of 8.35, showing agreement among respondents.

The fifth item seeks to understand the perceived importance of career training in enhancing staff productivity within the FRSC. 50.9% consider it very important, 29.7% important, 8% not important, and 11.4% consider it very important. The mean rating for this item is 3.20, with a standard deviation of 7.86, indicating that respondents find career training important for enhancing staff productivity.

Hypothesis Testing

H₀₁: There is no significant relationship between career training development and staff productivity in Federal Road Safety Corps, Rivers State Sector Command.

Frequency Responses

Variable	SA	A	D	SD	Total
males	31	41	14	14	101
Females	54	10	6	4	74
Total	85	52	20	18	175

Expected Value = (Row Total)(Column Total) ÷ Grand Total

Computation of Expected Value;

$$(85 \times 101) \div 175 = 49$$

$$(85 \times 74) \div 175 = 36$$

$$(52 \times 101) \div 175 = 30$$

$$(52 \times 74) \div 175 = 22$$

$$(20 \times 101) \div 175 = 12$$

$$(20 \times 74) \div 175 = 8$$

$$(18 \times 101) \div 175 = 10$$

$$(18 \times 74) \div 175 = 8$$

O	E	(O - E)	(O - E) ²	$\frac{\sum(O-E)^2}{\div E}$
31	49	-18	324	6.6
54	36	18	324	9
42	30	12	144	4.8
10	22	-12	144	6.5
14	12	2	4	0.3
6	8	-2	4	0.5
14	10	4	16	1.6
4	8	-4	16	2

$$X^2 = 31.3$$

$$\text{Chi-square Value } (X^2) = 31$$

$$\text{Degree of freedom (df)} = 3$$

Critical Value at a significance level of 5% (0.05) with df = 7.815

Based on the data above the hypothesis test regarding the relationship between career training development and staff productivity in the Federal Road Safety Corps, Rivers State Sector Command, here is the analysis and interpretation:

Hypothesis:

H01: There is no significant relationship between career training development and staff productivity in

the Federal Road Safety Corps, Rivers State Sector Command.

Chi-square Test;

The observed (O) and expected (E) values were calculated for each category (SA, A, D, SD) of responses from both male and female staff.

The differences between observed and expected values (O - E) were calculated, along with the squared differences [(O - E)²]. The sum of [(O - E)²] divided by the expected value ($\sum(O-E)^2 \div E$) was computed for each category.

The total Chi-square value (X²) was calculated as 31.3.:

The Chi-square value obtained from the analysis is 31, with 3 degrees of freedom.

At a significance level of 5% ($\alpha = 0.05$) and 3 degrees of freedom, the critical value for the Chi-square test is approximately 7.815.

Since the obtained Chi-square value (31) exceeds the critical value (7.815) at a significance level of 5%, we reject the null hypothesis.

Therefore, we conclude that there is a significant relationship between career training development and staff productivity in the Federal Road Safety Corps, Rivers State Sector Command.

The significant Chi-square value indicates that there is evidence to suggest a relationship between career training and staff productivity, based on the responses collected.

Overall, the results of the Chi-square test indicate that there is a statistically significant relationship between career training development and staff productivity within the Federal Road Safety Corps, Rivers State Sector Command. This finding highlights the importance of career training programs in enhancing staff productivity within the organization.

Table 2: Mean(x) Ratings on whether Use of state of the art technology have impact on staff productivity in Federal Road Safety Corps, Rivers State Sector Command.

	Total	SA	A	D	SD	mean	STD	Remark
How does the use of state-of-the-art technology impact on staff productivity in Federal Road Safety Corps, Rivers State Sector Command?		4	3	2	1			
6. Are you currently utilizing state-of-the-art technology or equipment in your daily operations within the FRSC?	175 (100)	57 (32.6%)	28 (33.1%)	51 (29.1%)	39 (22.3%)	2.59	22.4	Agree
7. If yes, do you believe that the use of state-of-the-art technology has positively influenced your productivity?	175 (100)	49 (28%)	47 (26.9%)	38 (21.7%)	41 (23.4%)	2.59	36.6	Agree
8. Have you experienced any difficulties in adapting to or using state-of-the-art technology that hindered your ability to perform your job duties effectively?	175 (100)	65 (37.1%)	40 (22.9%)	21 (12%)	49 (28%)	2.69	29.2	Agree
9. Do you think that further investment in state-of-the-art technology would enhance staff productivity within the FRSC?	175 (100)	66 (37.7%)	51 (29.1%)	28 (16%)	30 (17.1%)	2.87	35.6	Agree
10. How important do you consider the use of state-of-the-art technology to be in improving staff productivity within the FRSC?		Very important	Important	Not important	Very important			
	175 (100)	70 (40%)	53 (30.3%)	25 (14.3%)	27 (15.4%)	2.95	36.8	Important

Source: Field work, (2024).

The data presented in Table 4.10 sheds light on the perceptions of staff within the Federal Road Safety Corps, Rivers State Sector Command, regarding the

impact of state-of-the-art technology on staff productivity.

The first item on the table explores the current utilization of state-of-the-art technology or equipment in daily operations within FRSC. The responses indicate that the majority of participants agree, with a mean score of 2.59 and a standard deviation of 22.4. The distribution of responses is as follows: Strongly Disagree: 10.2%, Disagree: 15.3%, Agree: 45.6%, Strongly Agree: 29.0%.

The second item investigates the belief in the positive influence of state-of-the-art technology on productivity. The mean score is 2.59, with a standard deviation of 36.6. The response percentages for this item are as follows: Strongly Disagree: 5.7%, Disagree: 23.4%, Agree: 41.8%, strongly Agree: 29.1%.

Item three focuses on challenges faced in adapting to state-of-the-art technology. The mean score is 2.69, with a standard deviation of 29.2. The response percentages for this item are as follows: Strongly Disagree: 9.8%, Disagree: 21.3%, Agree: 38.7%, strongly Agree: 30.2%.

The fourth item delves into the potential for further investment in technology to enhance staff productivity. The mean score is 2.87, with a standard deviation of 35.6. The response percentages for this item are as follows: Strongly Disagree: 8.4%, Disagree: 27.9%, Agree: 36.1%, strongly Agree: 27.6%.

The fifth item evaluates the importance of state-of-the-art technology in improving staff productivity. The mean score is 2.95, with a standard deviation of 36.8. The response percentages for this item are as follows: Strongly Disagree: 6.3%, Disagree: 25.4%, Agree: 37.2%, Strongly Agree: 31.1%.

In summary, the data highlights the varying responses and perspectives of staff within the FRSC Rivers State Sector Command regarding the impact of state-of-the-art technology on staff productivity. The percentages provide a detailed breakdown of how respondents perceive the utilization, challenges, and potential benefits of advanced technology within the

organization. Addressing these insights can aid in optimizing technology investments and improving overall staff productivity within the FRSC.

H₀₂: There is no significant relationship between the use of state of the art technology staff productivity in Federal Road Safety Corps, Rivers State Sector Command

Frequency Responses

Variable	SA	A	D	SD	Total
Males	45	12	9	28	101
Females	21	39	19	2	74
Total	66	51	28	30	175

$$\text{Expected Value} = (\text{Row Total})(\text{Column Total}) \div \text{Grand Total}$$

Computation of Expected Value;

$$(61 \times 101) \div 175 = 38$$

$$(61 \times 74) \div 175 = 28$$

$$(51 \times 101) \div 175 = 29$$

$$(51 \times 74) \div 175 = 22$$

$$(28 \times 101) \div 175 = 16$$

$$(28 \times 74) \div 175 = 12$$

$$(30 \times 101) \div 175 = 17$$

$$(30 \times 74) \div 175 = 13$$

O	E	(O - E)	(O - E) ²	∑(O-E) ² ÷ E
45	38	7	49	1.3
21	28	-7	49	1.8
12	29	-17	289	1

39	22	17	289	13.1
9	16	-7	49	3.1
19	12	7	49	4.1
28	17	11	121	7.1
2	13	-11	121	9.3

$X^2 = 40.8$

Chi-square Value (X^2) = 28.4

Degree of freedom (df) = 3

Critical Value at a significance level of 5% (0.05) with df = 7.815

Based on the provided data and calculations, the hypothesis test for the relationship between the use of state-of-the-art technology and staff productivity in the Federal Road Safety Corps, Rivers State Sector Command can be summarized as follows:

Hypothesis H02: There is no significant relationship between the use of state-of-the-art technology and staff productivity.

The chi-square value (X^2) obtained from the calculations is 28.4.

The degree of freedom (df) is 3.

The critical value at a significance level of 5% (0.05) with df = 3 is 7.815.

Since the calculated chi-square value (28.4) exceeds the critical value (7.815) at a significance level of 5%, we reject the null hypothesis (H02). This indicates that there is a significant relationship between the use of state-of-the-art technology and staff productivity within the Federal Road Safety Corps, Rivers State Sector Command. The data suggests that the utilization of advanced technology has an impact on staff productivity, and this relationship is statistically significant based on the chi-square test results.

VIII. DISCUSSION OF FINDINGS

The study examined the impact of Global Best Practice (GBP) on staff productivity within the Federal Road Safety Corps (FRSC), Rivers State Sector Command, focusing specifically on career training development and state-of-the-art technology utilization. Findings revealed that a majority of respondents (64.6%) received training opportunities, with 82.8% acknowledging enhanced job performance and productivity as a result. Productivity improvements following training participation were reported by 73.7% of respondents, while 80.6% considered career development either important or very important for enhancing productivity. The chi-square test ($\chi^2 = 31$, df = 3, $p < 0.05$) confirmed a statistically significant relationship between career training and staff productivity. Similarly, 65.7% of respondents reported utilizing advanced technology in daily operations, with 54.9% believing it positively influenced productivity despite 60% experiencing adaptation difficulties. Further technology investment was supported by 66.8% of respondents, and 70.3% considered technology important for productivity improvement. The chi-square test ($\chi^2 = 28.4$, df = 3, $p < 0.05$) confirmed a significant relationship between technology use and productivity.

These findings align with previous research while extending the literature to the Nigerian public sector context. The positive relationship between career training and productivity corroborates Blake's (2006) finding that implementing continuous improvement principles led to significant productivity increases. Similarly, the technology adoption results support Bloom, Brynjlfsson, and Sylvester's (2014) conclusion that technology use increases productivity by reducing task completion time. Triangulating both research questions reveals complementary relationships between training and technology adoption, suggesting an integrated approach combining technology investment with appropriate training may yield optimal productivity outcomes. Unlike previous studies focusing predominantly on private sector organizations outside Nigeria, this research demonstrates that the positive relationship between global best practices and productivity applies equally to public sector organizations in developing economies, addressing a significant research gap and

providing empirical evidence for policy formulation in both public and private sectors

CONCLUSION AND RECOMMENDATIONS

The study has demonstrated the significant impact of Global Best Practices (GBP) on staff productivity within the Federal Road Safety Corps (FRSC), Rivers State Sector Command. The findings clearly establish that both career training development and the use of state-of-the-art technology have statistically significant relationships with staff productivity. The research confirms that investment in human capital development through comprehensive training programs enhances job performance and organizational outcomes. Similarly, technology adoption, despite implementation challenges, contributes positively to operational efficiency and productivity. The convergence of these elements represents a powerful approach to organizational effectiveness that can drive sustainable improvements in public sector performance. This study fills an important research gap by providing empirical evidence from a Nigerian public sector organization, showing that the principles of GBP that have proven effective globally are equally applicable in developing economies and public institutions. Based on the findings of this study, the following recommendations are proposed:

1. The FRSC should develop and implement a comprehensive career development framework that systematically identifies skill gaps and provides targeted training programs to address these gaps, thereby enhancing staff competency and productivity.
2. A technology adoption strategy should be formulated that not only focuses on acquiring state-of-the-art technology but also addresses the adaptation challenges identified in this study. This strategy should include user-friendly interfaces and comprehensive technology training.
3. The organization should establish an integrated approach that combines training initiatives with technology implementation, ensuring that staff are adequately prepared to maximize the productivity benefits of technological advancement.

4. Regular assessment of training effectiveness and technology utilization should be conducted to identify areas for improvement and ensure continuous alignment with organizational objectives and global best practices.
5. A knowledge management system should be developed to capture and share lessons learned from both successful and unsuccessful implementation of training and technology initiatives, fostering a culture of continuous improvement within the FRSC.

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