

Human Resource Management and Productivity in Public Service Delivery: A Study of the Federal Road Safety Corps Akwa Ibom State Sector Command, Nigeria.

JOSEPH, UBONG NATHANIEL¹, UDOTIM, AKERETE ANTHONY²

¹Doctoral Student, Department of Public Administration, University of Port Harcourt, Rivers State.

²Senior Lecturer, Department of Public Administration, Foundation Polytechnic, Ikot Ekpene, Akwa Ibom State

Abstract- The study assessed Human Resources Management and Productivity in the FRSC Akwa Ibom State Sector Command. Specific objectives of the study were to examine the effect of personnel training, performance-based rewards and fringe benefits of productivity of the FRSC Akwa Ibom State Sector Command. Descriptive survey design was used for the study. The population of the study was 305, while Taro Yamane formula was used to determine a sample size of 204 for the study. Stratified random sampling Technique was used to select the respondents from each stratum that made up the study population. The instrument used for data collection was structured questionnaire: Human Resource Management and Productivity Questionnaire (HRMPQ). The instrument was validated by accordingly; while the reliability of the instrument was obtained from Cronbach Alpha and the coefficient obtained was 0.79 which was considered good enough to be used to be for the study. The instrument was structured based on the 5-point Likert scale from strongly disagree to strongly agree. Out of the total number of 204 copies of the questionnaire distributed, 9 were wrongly filled and as such were discarded; 14 were not returned, while 178 were correctly filled and returned and used for the analysis. Simple Linear Regression was used to analyze the data. The coefficient R and R² values were used to answer the research questions, while F-ratio was used to test the null hypotheses at 0.05 level of significance. The results revealed that three predictors, personnel training, performance-based rewards and fringe benefit have statistically significant positive effects on productivity in the FRSC Akwa Ibom State Sector Command. The study therefore recommended that management should give adequate attention to personnel training, performance – based rewards and the provision of fringe benefits in order to boost productivity in the FRSC Akwa Ibom State Sector Command.

Keywords: Human Resource Management, Personnel Training, Performance-based Rewards fringe benefits, Productivity.

I. INTRODUCTION

The optimization of organizational productivity depends on effective and efficient human resource management. Investigations have revealed that all formal organizations, including the Federal Road Safety Corps (FRSC), require proper personnel Management and effective motivational strategies to enhance productivity. Nkwonta, Igwe and Davies (2023) Posited that productivity is the ratio of input and output of workers within a specified period of time, and also the willingness of the workers to do their job without the restriction of output. Management scholars have postulated that human resources management is the process of managing an organization's workforce responsible for attracting, selecting, training, evaluating and rewarding, compensating and motivating employees to achieve productivity; and also oversees the organization's leadership and culture, ensure compliance with employment and employment laws (Djurkovic & Maric, 2019) cited in Ogholaja (2023).

It has been argued that personal training performance-based rewards and provision of fringe benefits are human resource management practices and strategies that are primarily aimed at boosting productivity in both private and public organizations. Anastasya (2025) maintained that for organization to thrive productively, personnel must be equipped and trained adequately to ensure that their knowledge, skills, and abilities facilitate the attainment of

organizational goals and objectives. To corroborate this assertion, Douglas (2021) posited that personnel training and retraining has to do with knowledge and skills development required to promote productivity and this can be in the form of workshops, seminars, and conferences. Studies have shown that linking rewards directly to employee performances, organizations can motivate their team to strive for excellent, drive individual and team achievements, and foster a culture of accountability and transparency.

Investigations have revealed that the utilization of performance-based rewards in public and private organization has the potential of enhancing productivity. Thneibat (2022) asserted that Human resources management practices like the performance-based rewards, training, feedback and job security are significant tools toward promoting productivity in public service delivery. Adams and Ama (2024) stated that cash and non-cash rewards should be tailored to performance in order to ensure productive growth in organizations. The provision of fringe benefits to personnel has also been considered by scholars as an effective and result – oriented management practice that is capable of transforming organizational growth and productivity by boosting staff morale for optimal performance. Olatunji, Lawal and Omotayo (2021) stressed that the role of benefits on workers' productivity cannot be ignored in the public sector. Performance-based rewards are therefore considered as productive-driven mechanisms for an organization that prioritize effectiveness and efficiency in service delivery.

Statement of the Problem

Human resource management is designed to fine-tune effective and efficient management strategies that can promote personnel performance and productivity in organizations. It encompasses various practices such as recruitment and training, performance-based rewards and the provision of fringe-benefits. Over the years, many organizations have been confronted with the challenges of creating and implementing good management techniques, thereby resulting in poor productivity in service delivery. The Federal Road Safety Corps (FRSC) is saddled with the responsibility of halting the trend of road traffic

crashes and fatalities (Nkwonta et al., 2025). Additional Responsibilities of the Corps include enforcing speed limits, given prompt attention to victims of accident, among others (Virginia et al., 2025). To implement traffic laws in the State, Notice of Offences sheet (NOS) that contained 54 common traffic offences and the fines imposed has always been issued to traffic laws violators by the Federal Road Safety Corps with a view to minimizing road traffic crashes.

Despite the presence of the Federal Road Safety Corps in Akwa Ibom State, the total number of road traffic crashed in second quarter of 2024 was 2,404 with serious cases having 1,525 while fatal and minor cases record 661 and 218, and 1,076 (82.45%) male killed (NBS, 2024). Added to this is the continuous violation of traffic laws in the State. Hence, the need to investigate human resource management strategies required to boost personnel moral to carryout proper implementation of the National Road Traffic Regulations (NRTR) in order to ensure effective and efficient service delivery in the state.

Objectives of the Study

The main objective of the study was to examine the effect of human resources management on productivity in the Federal Road Safety Corps Akwa Ibom Sector Command.

Specifically, the study sought to:

- i. Determine the effect of personnel training on productivity in the FRSC Akwa Ibom State sector command;
- ii. Examine the effect of performance-based rewards on productivity in the FRSC Akwa Ibom State Sector Command;
- iii. Determine the effect of fringe benefits on productivity in the FRSC Akwa Ibom State Sector Command.

Research Questions

The following research questions were raised to guide the study:

- i. To what extent has personnel training affected productivity in the Akwa Ibom State Sector Command?

- ii. To what extent have performance-based rewards affected productivity in the FRSC Akwa Ibom State Sector Command?
- iii. To what extent have fringe benefits affected productivity in the FRSC Akwa Ibom State Sector Command?

Research Hypotheses

The following null hypotheses were formulated and tested at 0.05 level of significance:

- i. There is no significant effect of personnel training on productivity in the FRSC Akwa Ibom State Sector Command;
- ii. There is no significant effect of performance-based rewards on productivity in the FRSC Akwa Ibom State Sector Command;
- iii. There is no significant effect of fringe benefits on productivity in the FRSC Akwa IBom State Sector Command.

II. LITERATURE REVIEW

Human Resources Management

Human resources management is an essential mechanism established to enhance the growth and productivity of organizations. It involves the utilization of various practices and strategies to achieve effective and efficient organizational productivity in public service delivery such as personnel training (Odunukwe, Eboh & Ohuonu, 2024); performance-based rewards (Issa, Ishola, Abbulkareem & Balogun, 2024) and the provision of fringe benefits (Ngwuta, Udu, Arisi-Nwugballa, Okafor & Ojong, 2024).

Personnel Training

Studies have revealed that personnel's training is a significant human resources Management technique that is applied in both private and public organizations to develop employee's skills and expertise in order to boost organizational Productivity. Ofor-Douglas (2021) asserted that personnel training and retraining involves skills and knowledge development of the workforce with the view to enhancing effective productivity in organizations. It can therefore be asserted that personnel's training is primarily aimed at providing employees with the knowledge and skills required to

perform assigned function efficiently. Usman, Agencyi and Mathew (2015) posited that personnel training in any organization can be categorized into two sections Viz: informal and formal training. Informal training is categorized as on-the-job training while formal training is categorized as off-the-job training. On-the-job training is the type of training given to organizational employees while conducting their regular work at the same work venue such as job rotations and transfers, coaching, monitoring and supervision.

Of-the-job training, on the other hand, involves taking the employees away from their usual workplace to allow all their concentrations to be on the training such as conferences, seminars and workshops. Seliti, Dick-Sagoe, Ehiane, Odoom and Mpuangna (2023) opined that various training approached such as on-the-job, of-the-job, technical and skilled-based training, positively influence employee performance and organizational effectiveness. They noted that retention of trained staff, alignment of training with organizational needs, high training costs and out-dated training approaches are some of the challenges affecting productivity in organizations. Training is therefore considered as an essential approach for supporting employees with the necessary skills, tools and competencies to perform their roles effectively; adapt to new technologies and methodologies, and contribute positively to organizational growth and success.

Performance-based Rewards

Performance-based rewards are management techniques that are aimed at boosting productivity in the workplace. Investigations have shown that when rewards are tied to employee performance, organizations can motivate their team to strive for excellence, drive individual and team achievements, and foster a culture of accountability and transparency. It has been argued that poor performance-based reward or incentive has been a major factor affecting employee's commitment and productivity. (Dixit & Bhati, 2012), Performance-based reward, bonus, or recognition has significantly influenced productivity of employees in organization, and it should be encouraged. Performance-based reward is a compensation approach that ties financial

incentives or recognition to an individual's or team's achievement of specific goal or performance metrics (Manzoor et al., 2021) cited in Issa et al. (2024).

It has therefore been argued that regular performance evaluations and constructive feedback can aid workers in knowing areas for growth and improvement in order to render effective and efficient service delivery. Moreover, performance-based rewards should also be designed to encourage teamwork. When personnel are rewarded for their collective achievements, organization can foster a sense of responsibility and interdependence which is vital for navigating organizational growth. Performance-based reward should therefore identify clear metrics for evaluation by establishing specific measurable, attainable, relevant, and time-bound (SMART) goals to ensure fairness and accuracy in evaluating employee performance. The SMART goals must align with organizational objectives and the employees must be equipped with a clear understanding of their expectations. It is therefore based on this premise that Key Performance Indicators (KPIs) such as balanced scorecard, feedback and performance appraisal need to be clearly defined and must also be specific measurable achievement, relevant and time-bound to drive success to the employers and the employees.

Fringe Benefits

Fringe benefits are perks or rewards aside from salaries given to employees in return for the services rendered to and organization (Nwosu et al., 2023). It could be in the form of financial benefits such as hazard allowance, payment for overtime, pension benefits, insurance, health and wardrobe allowances, and non-financial benefits such as free housing scheme, provision of free transportation and company sponsored training (Gibson, 2021) cited in Ngwuta et al. (2024). The Importance of fringe benefits for both employers and employees has been repeatedly pinpointed in human resource management as an effective tool for organizational productivity. It is believed that when employees are satisfied with the conditions of service and the benefits after retirement, they tend to give the best of their efforts toward achieving organizational goals and objectives.

Management scholars have postulated basic objectives of fringe benefits to include:

1. Motivating the employees by identifying and satisfying their unsatisfying needs
2. Creating and improving sound industrial relations.
3. Protecting the health of the employees and providing safety to the employees against accidents.
4. Providing security to the employees against social risk like old age benefits and maternity benefits.
5. Promoting employees' welfare
6. Improving the employees' health as healthier and happier employees are more productivity.

Productivity

Productivity is a relationship between outputs and inputs. It rises when an increase in output occurs with a less than proportionate increase in inputs or when the same output is produced with fewer inputs (ILO, 2005) cited in Chukwudumebi & Kiford (2018). It can also be seen as the ratio of input and output or production capacity of the workers in organization. Some scholars are of the view that productivity is the relationship between the amount of one or more inputs and the amount of output from a clearly identified process (Nkwonta et al., 2023). That is to say that effective human resource management is a key factor in improving organizational productivity (Yudiana, 2025).

Brief Profile of Federal Road Safety Corps (FRSC)

The Federal Road Safety Corps was established by Decree No. 45 of 1988 which was later amended by Decree 35 of 1992, and codified under the FRSC Act (CAP 141) of the laws of the Federation of Nigeria 1990; and reenacted as the FRSC (Establishment) Act 2007 (Ogunyemi, Mohamad, Badarulzaman, & Othaman, 2024). The FRSC is saddled with the responsibility of preventing and minimizing road traffic crashes, especially in cities and highways across the country. Some of the strategies required to prevent and minimize road traffic accidents include not only the training of the FRSC personnel, but also the drivers who are the major road users (Afolabi & Gbadamosi, 2017, as cited in Abiodun & Jembola, 2023). It has been argued that for road traffic crashes

to be prevented and minimized traffic laws should be well implemented and the FRSC personnel should be-trained and equipped to perform their duties optimally.

Empirical Review

Wushishi et al. (2025), investigated the impact of training and development on employee's productivity in the 21st century. The study used secondary data which were collected from related publications and critically analyzed with the view of synthesizing information on training and development of employees' productivity. The found out that employees' training can positively influence productivity and as such recommended that adequate employees' training should be carried out to boost organization productivity.

Agba at al. (2021), conducted a research on performance-based incentives and employees' productivity in commercial organizations in Cross River State, Nigerian. The Study generated primary data form the respondents and analyzed using the Multi-Variance analysis. The findings revealed that there is a joint relationship between the predictor variable (Performance-based incentives) and productivity of the employees. It was therefore recommended among others that performance-based rewards should be well provided in order in order to boost employees' productivity.

Olatunji et al. (2021), examined the effects of fringe benefits on employees' productivity in selected food and beverages production companies in Ogun State, Nigeria. The data were collected from a sample population of 210 and analyzed using the Statistical Package for Social Sciences (SPSS). The findings revealed among others that the provision of fringe benefits has a positive correlation with employees' performance, job satisfaction and productivity. Based on this, the study recommended that adequate provision of fringe benefits should be encouraged to enhance effective productivity in organizations.

Theoretical Framework

The study applied Human Capital Theory (HCT) and the Social Exchange Theory (SET) to explain the proxies that underpinned the independent and the

dependent variables. The HCT was propounded by Adam Smith in his book titled "The Wealth of Nations" published in 1776. The theory was popularized by Gary Becker in his 1964 books, where he coined the term human capital. The theory highlights that employees' training education and investment in their health can increase productivity and reduce absenteeism. The Social Exchange Theory (SET) was propounded by George Homans in his book titled, "Social Behaviour As Exchange" published in 1958; and expanded or popularized by Peter Blau in his book titled, "Exchange and power in Social Life" published in 1964. The theory states that employees' job performance and productivity depends on the level of rewards and incentives made available to them by the management. It also argues that productivity is determined by the degree of rewards and that social relationships involve the exchange of rewards and productivity (Nwosu et al., 2023). The justifications for the application of the two theories in this study is that they provide explicitly explanations of the predator variables under review. It has been observed that the personnel of the Federal Road Safety Corps, Akwa Ibom State Sector Command require proper training and good health to perform their duties effectively and efficiently.

However, Training without motivating factors like performance-based rewards and fringe benefits can paralyse productivity. It can therefore be argued that well-trained and motivated personnel of the corps can effectively perform their assigned duties by giving full implementation of traffic laws in order to prevent and minimize road traffic crashes in the state.

Research Methodology

The study adopted descriptive survey. It is a research design that involves the use of questionnaire, interview, and other methods to collect, code, analyze and interpret data in order to accurately describe a particular phenomenon under investigation. The geographical scope of the study was the Federal Road Safety Corps Akwa Ibom State Sector Command. The study population was 305 comprising personnel of the Federal Road Safety Corps from the three major operational units in the State with Uyo having 127, Eket 93 and Ikot Ekpene 85 (HRD, 2025). To

give equal representation in the sample population, the study used stratified random sampling technique. Taro Yamane formula was used to determine the sample size as follows:

$$n = \frac{N}{1+N(e)^2}$$

Where:

N	=	Sample size
N	=	Total population
e	=	Margin of error (e=0.05)
n	=	$305 / (1+305(0.05)^2)$
n	=	$305 / (1+305(0.0025))$
n	=	$305 / (1+0.7625)$
n	=	$305 / 1.7625$
n	=	173.05

Adding 10% non-compliance rate, that is, $173+31=204$. Therefore, the sample size for the study was 204. The represents 66.89% of the total population. The instrument used for data collection was structured questionnaire titled: Human Resources Management and Productivity Questionnaire (HRMPQ). The validity of the instrument was obtained through expert judgment where the questionnaire was reviewed and necessary corrections were provided to validate its contents and relevance. To obtain the reliability of the instrument, the researcher conducted a pilot test on 30 respondents who were not part of the sample size but were part of the study population to determine the internal consistency of the instrument. Data generated were analyzed using Cronbach Alpha Statistics and the overall reliability coefficient obtained was 0.79

which was considered high enough for use in the study. Cronbach Alpha values typically range from 0-1,

With high values indicating greater reliability. The questionnaire was divided into section A which focused on the respondent's socio-demographic data; and section B which focused on 12 items framed in line with the three research questions and the hypotheses which were drawn from the three predictor (independent variables). The questions were answered and scored using the 5-point Likert Scale: Strongly Disagree=1, Disagree=2, Undecided=3, Agree=4, and Strongly Agree=5. The questionnaires were distributed to the randomly selected respondents from each stratum that represented the entire population. Thus, 85 copies of the questionnaires were distributed to the respondents in uyo, 62 copies in Eket and 57 copies in Ikot Ekpene. Out of the total number of 204 questionnaires distributed, 9 were wrongly filled and were discarded, while 14 were never returned. So, the analysis was based on 178 questionnaires correctly filled and returned. Mean and Standard deviation were used to answer the research questions and a mean criterion of 2.50 and above was used to determine acceptance or rejection of the research questions; while simple linear regression was used to test the null hypotheses at 0.005 level of significance.

Research Question 1: To what extent has personnel training affected productivity in the FRSC, Akwa Ibom State Sector Command?

Table 1: simple Linear Regression Analysis showing the extent personnel training has affected productivity

Variables	SS	R	R ²	% of Relationship	Remark
Personnel Training FRSC Productive	0.43338268 - 103.4667	0.425001	0.18062593	18.06%	Low

The analysis revealed that personnel training has a statistically significant but moderate effect on productivity in the FRSC, Akwa Ibom State Sector Command. With a correlation coefficient (R) of 0.425 and a coefficient of determination (R²) of

0.1806, only 18.06% of the variation in productivity can be attributed to personnel training. This indicates a low level of influence, suggesting that while training contributes positively to productivity, other factors likely play a more substantial role.

Research Question 2: To what extent have the FRSC Akwa Ibom State Sector Command?
performance –based reward affected productivity in

Table 2: Simple Linear Regression Analysis showing the extent Performance-based Rewards have affected productivity in the FRSC Akwa Ibom Sector Command

Variables	SS	R	R ²	% of Relationship	Remark
Performance-Based Rewards	22.8342	0.425239	0.1808	18.08%	Low
FRSC Productive	103.4411				

The analysis revealed that performance-based rewards have a statistically significant but moderate effect on productivity in the FRSC Akwa Ibom State Sector Command. With a correlation coefficient (R) of 0.425 and an R² value of 0.1808, approximately 18.08% of the variation in productivity is explained by performance-based rewards. This implies low degree of the influence of predictor on the dependent

variable, indicating that while rewards system has positive influence on productivity, other factor have also contributed to this.

Research Question 3: To what extent have fringe benefits affected productivity in the FRCS Akwa Ibom State Sector Command?

Table 3: Simple Linear Regression Analysis showing the extent fringe benefit affected productivity in the FRSC Akwa Ibom State Sector Command?

Variables	SS	R	R ²	% of Relationship	Remark
Fringe Benefits	19.5335	0.1547	0.1547	15.47%	Low
FRSC Productivity	106.7418				

The regression analysis revealed that fringe benefit have a statistically significant but relatively low effect on productivity in the FRSC Akwa Ibom State Sector Command. With a correlation coefficient (R) of 0.393 and R² of 0.1547, the model indicates that about 15.47/% of the variation in productivity can be explained by fringe benefits. While the strength of the relationship is low, the statistical significance that

fringe benefits have positive influence on productivity within the command.

Test of Null Hypothesis 1: There is no significant effect of personnel training on productivity in the FRSC Akwa Ibom State Sector Command.

Table 4: Summary of F ratio showing the extent of the effect of personnel training on productivity in the FRSC Akwa Ibom State Command.

Source of Variation	Sum of Square	Df	MS	F-cal	F-crit	Decision at P≤0.05
Regression	22.80859	1	22.80859	38.79811	3.89*	Significant-H ₀ Rejected
Residuals	103.4667	176	0.587879			

F-critical (f-crit) at df= (1, 176) and α=0.05 is approximately 3.89.

The analysis revealed that personnel training have a statistically significant effect on productivity in the

FRSC Akwa Ibom State Sector Command. The calculated F-value of 38.80 far exceeds the critical F-value of 3.89 at 0.05 level of significance level, and the p-value (3.36 x 10⁻⁹) is also below 0.05 level of significance. In view of this, the null hypothesis is

rejected while the alternate is accepted. This implies that personnel's training has significance effect on productivity within the command.

Test of hypothesis 2: there is no significance effect of performance-based reward on productivity in the FRSC Akwa Ibom State Sector Command.

Table 5: Summary of F ratio showing the extent the of the effect of performance-based rewards on productivity in the FRSC Akwa Ibom State Sector Command.

Source of Variation	Sum of Square	Df	MS	F-cal	F-crit	Decision at $P \leq 0.05$
Regression	22.8342	1	22.8342	38.8512	3.89	Significant – H_0 Rejected
Residuals	103.4411	176	0.5877			

F-critical (F-crit) at $df = (1, 176)$ and 0.05 is approximately 3.89

implication in the FRSC Akwa Ibom State Command.

The Calculated F-value of 38.95 is substantially higher than the critical F-value of 3.89 at 0.05 level of significance and the p-value (3.28×10^{-9}) is also below 0.05 this means that the null hypothesis has to be rejected while the alternate is retained. The

Test of hypothesis 3: There is no significance effect of fringe benefit on productivity in the FRSC, Akwa Ibom State Sector Command.

Table 6: Summary of F ratio showing the extent of the effect of fringe benefit on productivity in the FRSC Akwa Ibom State Sector Command.

Source of Variation	Sum of Square	Df	MS	F-cal	F-crit	Decision at $P \leq 0.05$
Regression	19.5335	1	19.5335	32.2076	3.89	Significant – H_0 Rejected
Residuals	106.7418	176	0.6065			

F-critical (F-crit) at $df = (1, 176)$ and $\alpha = 0.05 = 3.89$.

The hypothesis test indicates a significant effect of fringe benefits on productivity in the FRSC, Akwa Ibom State Sector Command. This is because the calculated F-value of 32.21 greatly exceeds the critical F-value of 3.89, and the p-value (5.61×10^{-8}) is also below 0.05 Therefore, we reject the null hypothesis and conclude that fringe benefits have a significance positive effect on productivity in the command.

III. DISCUSSION OF FINDINGS

The findings of the study revealed that the three predictor variables, personnel training performance-based rewards and fringe benefits have statistically significant positive effect on the outcome variable, productivity in the Federal Road Safety Corps Akwa Ibom State Sector Command.

The F-calculated value of 38.80 which is greater than the F-critical value of 3.89 at 0.05 alpha level of the first null hypothesis on personnel training and productivity revealed that there is statistically significant effect of personnel training on productivity in the FRSC Akwa Ibom State Sector Command. This implies that adequate investment in training to equip the personnel with the necessary skills and knowledge can boost personnel's ability to perform their assigned duties optimally. This finding corroborated the finding of Wushishi et.al (2025) that adequate personnel training can effectively increase productivity in both public and private organizations. The F-calculated value of 38.85 which is greater than the F-critical value of 3.89 at 0.05 alpha level of the second null hypothesis on performance-based rewards and productivity also revealed that there is statistically significance positive effect of performance-based rewards on productivity in the FRSC Akwa Ibom State Sector command. This

implies that personnel who are rewarded based on performance are more likely to perform assigned duties effectively and efficiently with a view to minimizing road traffic crashes in the State. The finding is in agreement with the finding of Agba et al., (2021) that performance-based rewards or incentives enhance productivity in organization where there are personnel officers.

The F-calculation value of 32.21 which is greater than the F-critical value of 3.89 of the third null hypothesis on fringe benefits and productivity also revealed that there is statistically significant positive effect of fringe benefits on productivity in the FRSC Akwa Ibom State Sector Command. The implication of this is that if the personnel are satisfied with certain fringe benefits provided for them by the management such as paid time-off, health insurance and good retirement plans, they will likely be motivated to contribute effectively and efficiently towards the growth of the organization. This finding is in tandem with that of olatunji et al., (2021) who found out that the provision of certain fringe benefits for personnel can effectively boost productivity in organizations.

IV. CONCLUSION

Based on the findings of the study, we concluded that personnel training, performance-based rewards and fringe benefits which are predictors of the independent variables, human resource management, have statistically significant positive effects on productivity which is the dependent variable, in the FRSC Akwa Ibom State Sector Command. In view of this, poor personnel training, lack of performance-based rewards and inadequate provision of fringe benefits can negatively affect productivity by reducing personnel's morale towards effective and efficient Job performance in the FRSC Akwa Ibom State Sector Command.

V. RECOMMENDATIONS

In line with the findings and the conclusion reached, the following recommendations were made:

- i. Management should give adequate attention to personnel training so that the necessary skills and knowledge can be acquired to minimize road traffic crashes in the state;
- ii. Management should ensure that performance-based rewards are encouraged by giving recognition and promotion to personnel whose performances have contributed significantly to the growth of the FRSC Akwa Ibom State Sector Command;
- iii. Management should also make sure that there is Job satisfaction through -the provision of good fringe benefits for personnel of the FRSC Akwa Ibom State Sector Command in order to boost productivity in the organization.

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