

Human Resource Management Practices and Employee Performance in Prince Abubakar Audu University, Anyigba, Kogi State, Nigeria

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Abstract

The study examined the impact of human resource management practices on the performance of Prince Abubakar Audu University, Anyigba. The study adopted descriptive research survey design and data were collected using primary data. The respondents were reached using a 12 items structured questionnaire designed in a five points Likert scale. However, out of the total number of questionnaires distributed only 312 but only 248 were duly completed and returned giving a retrieval rate of 79%. The data were analysed using descriptive statistical techniques, mean and standard deviation was the major descriptive statistical technique used while two hypotheses were tested using simple linear regression. Findings revealed that, there is a significant relationship between recruitment and job satisfaction of employees in the university. The findings also revealed that there was a significant effect between employee training and employee efficiency. Premised findings, it can be concluded that there is a significant positive relationship between human resource management practices and employee performance in Prince Abubakar Audu University, Anyigba. it was recommended that employee recruitment and should not only be sustained but it should be intensified and it should be carried out through the merit system.

Keywords: Human resource, Management, Employee, performance, University.

Introduction

The human elements of tertiary institutions play a critical role to the socio-economic development of nations across the globe. Thus, this study on Human Resource Management (HRM) Practices and Performance of tertiary institutions is anchored on strengthening the research base on how effective utilization of human resource management practices could contribute in attaining the immediate and strategic objectives of organizations particularly tertiary institutions of learning (Akpomouviere, 2020; Nzewi & Audu, 2023).

John (2020) and Barbana et al (2023) argued that Human Resource Management Practices greatly enhances employee skills, fosters engagement and facilitating career growth thus aligning HRM practices that will broader organizational goals to optimize performance. Additionally, Human Resources management (HRM) is a crucial aspect of organizational growth, encompassing a wide range of practices aimed at improving employee capabilities, skills and knowledge. The correlation between HRM practices and performance has been a subject of research and debate in the field of human resource management and organizational behaviour. This study therefore seeks to provide an in-depth view of the relationship between Human resource management practices on performance. Particularly on the extent in which human resource management practices create set of coordinated, systematic and planned programme designed by institution to provide its employees with the necessary skills, knowledge, and capabilities to meet current and future job demands, in order to enable them provide better services and create good relations with the stakeholders (Waal; Paal, 2011 & Hamzah et al, 2019). Irshadi (2016) noted that Human Resources Management is the systematic process of developing, applying and evaluating programmes, policies, procedures, techniques and activities relating to the recruitment, selection, performance appraisal, training,

reward and effective utilization of people in the organization. Human resources development practices include activities such as Recruitment, Selection, performance appraisal, job analysis, Training, employee relations, health safety and employee well-being as well as provision of employee services (Hoboubi et al, 2017).

Human resource management practices specifically (HRM) measured with recruitment and training while performance measured with job satisfaction and efficiency are targeted to improve the performance in an organization particularly tertiary institution. However, adopting a capability-driven approach to Human Resource management Practices is not the only concern of HRM practices but also requires formulation of appropriate forms of strategies towards attaining of immediate and strategic objectives of tertiary institutions. However, the extent to which human resource management practices such as recruitment and employee training enhances performance of Prince Abubakar Audu University, Anyigba is still unclear, this is the thrust of this study.

Research Questions

This study is set to interrogate the following two research questions:

- i. What is the relationship between Recruitment and Job Satisfaction in Prince Abubakar Audu University, Anyigba?
- ii. What is the relationship between employee training and efficiency in Prince Abubakar Audu University, Anyigba?

Objectives of the Study

The broad objective of this study is to examine the impact of human resource management practices on performance of Prince Abubakar Audu University, Anyigba.

However, this study is set to specifically achieve the following objectives: -

1. To examine the relationship between Recruitment and Job Satisfaction in Prince Abubakar Audu University, Anyigba.
2. To examine the relationship between employee training and efficiency in Prince Abubakar Audu University, Anyigba.

Statement of Hypotheses

Premised on the research questions and research objectives the study formulates two research hypotheses in their null form:

H₁: There is no relationship between Recruitment and Job Satisfaction in Prince Abubakar Audu University, Anyigba.

H₂: There is no relationship between relationship between employee training and efficiency in Prince Abubakar Audu University, Anyigba.

Literature Review

Human Resource management is seen as a technique of equipping the employees particularly the non-managerial employees with specific skills that will enable them to improve on their performance and overall efficiency. Mohammed (2022) argued that human resource management is a development oriented conscious effort in the personal area which is fundamentally concerned with the development of human resources in the organization for improving the existing capabilities and acquiring new capabilities for the achievement of the cooperate and individual goals.

Abdul and Abdul (2015) see human Resource management practices as an organized learning experience within a period of time with an objective of producing the possibility of performing the change.

Human resource management practices is the framework that focuses on the organizations competencies of the first stage, training and then developing the employee transiting through education, to satisfy the organizations long-term needs and the individual's career goals and employees value to their present and future employers (Bello & Adebayo, 2014, Uchenna & Audu, 2022).

This study on human resource management practices as the independent variable is measured with recruitment and employee training. Recruitment is seen as the process of identifying, attracting, and sourcing potential candidates for job vacancies within an organization. It involves crafting job descriptions, reaching out to potential candidates through various channels, and creating a pool of diverse and qualified applicants (Saks, 2020).

Recruitment, as a core aspect of Human Resource management (HRM) practices, involves the systematic process of identifying, attracting, and selecting qualified individuals to fill job vacancies within an organization (Smith et al, 2019). Training is seen as the systematic process of equipping employees to acquire more skills, guide and experiences with the view to exposing them towards improved performance. Employee training according to Nzewi and Audu (2023) involve knowledge acquisition, skill development, behavioural change and performance improvement. Employee performance is a fundamental concept in the field of human resources and organizational management, referring to the efficiency and effectiveness with which employees perform their tasks and contribute to the achievement of an organization's goals.

Efficiency represents the rational criterion in the use of available financial, material and human resources and information, institutions that aim at growth and development must ensure the continuity of the material, human and informational flow, in order to achieve its goals effectively and continuously, especially since the reality in contemporary environments is characterized by the scarcity and limitations of available resources, which makes institutions constantly suffer from the difficulty of obtaining those mentioned resources of the qualities and quantities necessary to achieve their goals, and institutions must also not exaggerate in achieving goals with the lack of sufficient necessary resources; This exposes it to severe failure, as it is necessary to achieve compatibility between the desired goals and the available resources (Ogwu, 2013).

Thani (2017), Edna and Samson (2021) defined efficiency as the ability to accomplish a task or achieve a goal with the least amount of wasted resources, time or effort. Efficiency is often associated with productivity and effectiveness and it is a key factor in improving performance and optimizing resource utilization. Efficiency is a crucial aspect of employee productivity that focuses on achieving maximum output with minimal wasted resources. It involves optimizing processes, managing time effectively, and streamlining tasks to accomplish goals in the most streamlined and effective manner. Nadia et al (2011) and Smith et al (2019) and Audu (2023) noted that job satisfaction as a pleasure or positive emotional state resulting from the appraisal of one's job or job experience. Job satisfaction is a crucial factor that significantly influences employee productivity. Job satisfaction is the evaluation of individuals on their performance in the context of their work related to job characteristics, environmental factors and emotional experience at work. Job satisfaction reflects the feelings and attitudes of employees towards a job (Ohene et al, 2019).

Theoretical Framework

The theoretical framework for understanding the relationship between Human Resource management (HRM) Practices and Performance draws upon several well-established theories that shed light on the complex interplay between these two factors. The theoretical perspective adopted

for this research is the Human Capital Theory: This theory, proposed by Gary Becker noted that investments in education, training, and skill development contribute to the accumulation of human capital. Thus, in the context of Human Resource Management Practices and Performance, this theory argued that by enhancing employees' skills and knowledge, organizations can increase their human capital, leading to higher productivity levels (Armstrong, 2020). This theory is relevant to the study on human resource management practices and employee performance considering the fact that the measuring indices adopted for this research have linkage to the theoretical postulation.

Research Methodology

This researcher applied a descriptive research survey design; this method involves collection and analysis of data to make statistical inferences on the entire population. Thus, this research focuses on human resource management practices and employee performance in Prince Abubakar Audu University Anyigba, Kogi State. The primary data for this research is obtained through a 12 items structured questionnaire administered to employees of the universities. The data collected were analyzed using both descriptive and inferential statistics. Specifically, the mean and standard deviation were the descriptive statistical tools applied whereas, the study made inferences using simple linear regression.

Reliability of the Instrument

Reliability of the research instrument was carried out to determine the internal consistency. Therefore, Malik and Audu (2023) noted that an instrument is reliable if it gives similar outcomes under consistent circumstances hence, any coefficient of reliability that is from 0.70 and above is considered reliable. In testing the reliability of the research instrument, the researcher carried out a pilot study by distributing questionnaires numbering twenty-five (25) to the target respondents through the help of three trained research assistants; the Cronbach Alpha coefficient measure of internal consistency was adopted. The reliability of the research instrument using Cronbach alpha reliability test with the Statistical Package for Social Sciences (SPSS) yielded the result of 0.94 for items on independent variable, 0.81 for items on dependent variable thus giving the average reliability result of 0.91. The reliability result is showed in table 1.

Table 1. Reliability Statistics

Proxies/ Independent Variable	Number of items	Cronbach Alpha
Independent variable	6	0.94
Dependent Variable	6	0.91

Source: SPSS statistical analysis

The table revealed that all the variables have Alpha Values above 0.70. Thus, in line with the submission of Malik and Audu (2023) the instrument is deemed reliable.

Data Presentation and Analysis

Table 2. Descriptive Statistics on Human Resource Management Practices and performance

	Mean	Std. Deviation	N
R	3.41	1.21	248
ET	3.62	1.32	248
JS	3.32	1.35	248
EE	3.12	0.72	248

The table shows the selected scale mean lies within the accepted range; therefore, they are of high extent and the research can conclude that data obtained and analyzed is significant and reliable. In addition, in order to ascertain the variability of the data the standard deviations of both variables were examined. The mean of recruitment (R) is 3.41 and the standard deviation is 1.21, the mean of employee training (ET) is 3.62 and the standard deviation is 1.32, the mean of job satisfaction (JS) is 3.32 and the standard deviation is 1.35, the mean for employee efficiency (EE) is 3.12 and the standard deviation is 0.72. Hence all variables lie within the value of high extent as indicated by their corresponding means and standard deviations which are closely related

Test of Hypotheses

Hypothesis 1

H₁: There is no relationship between Recruitment and Job Satisfaction in Prince Abubakar Audu University, Anyigba

Table 3.

Model Summary ^b					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.864 ^a	.746	.745	.43217	.224

b. Dependent Variable: Job satisfaction

The model summary table reports the strength of relationship between the independent and dependent variables. The result of R stood at 0.864 indicating a strong positive relationship between the dependent variable recruitment and the explanatory variable job satisfaction. The coefficient of multiple determinations R² measures the percentage of the total change in the dependent variable that can be explained by the independent or explanatory variable. The result indicates a R² of .746 showing that 75 percent of the variances in job satisfaction is explained by recruitment while the remaining 25 percent (i.e. 100 – 75) of the variations could be explained by other variables not considered in this model.

The result is supported by the value of the adjusted R which is 86 percent showing that if the entire population is used, the result will deviate by 11.8 percent (that is, .864 – 74.6), with the linear regression model, the error of the estimate is considerably low at 0.43217. The result of Durbin Watson test shows .224 therefore it shows that there is no auto correlation.

Table 4 ANOVA^a

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	222.321	1	222.231	325.235	.000 ^b
	Residual	55.044	247	.344		
	Total	277.275	248			

a. Dependent Variable: job satisfaction

b. predictors: (constant), recruitment

The ANOVA table confirms the results of model summary, analysis of the result revealed that $F = 325.235$ which is significant at $(0.000) < 0.05$. Hence, since the P-value < 0.05 (critical value), the null hypothesis that there is no significant relationship between recruitment and job satisfaction is rejected.

Table 5. Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	.276	.142		1.5432	.000
	Recruitment	.744	.032	.752	13.132	.000

a. Dependent Variable: job satisfaction

The coefficient provides information on how the explanatory variable (the estimated coefficient or beta) influences the dependent variable. The result shows that the regression constant is 0.276 giving a predictive value of the dependent variable when all other variables are zero. The coefficient of recruitment is 0.744 with p-value of 0.000 less than (0.05%) critical value. Therefore, it can be concluded that the null hypothesis that there is no significant relationship between recruitment and job satisfaction is rejected.

H₂: There is no significant relationship between employee training and employee efficiency.

Table 6

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.756 ^a	.572	.571	.432171	.631

a. Predictors: (Constant), employee training

b. Dependent Variable: employee efficiency

The model summary table reports the strength of relationship between the independent and dependent variables. The result of R stood at 0.756 indicating a strong positive relationship between the dependent variable employee efficiency and the explanatory variable employee training. The coefficient of multiple determinations R^2 measures the percentage of the total change in the dependent variable that can be explained by the independent or explanatory variable. The result indicates a R^2 of .572 showing that 57 percent of the variances in employee efficiency is explained by the employee training while the remaining 43 percent (i.e. $100 - 57$) of the variations could be explained by other variables not considered in this model.

The result is supported by the value of the adjusted R which is 57 percent showing that if the entire population is used, the result will deviate by 18.5 percent (that is, $.756 - 57.1$), with the linear regression model, the error of the estimate is considerably low at 0.432171. The result of Durbin Watson test shows .631 therefore it shows that there is no auto correlation.

Table 7

ANOVA^a

Model	Sum of Squares	Df	Mean Square	F	Sig.
1 Regression	549.443	1	549.443	585.585	.000 ^b
Residual	43.132	247	.322		
Total	592.575	248			

- c. Dependent Variable: employee efficiency
- d. predictors: (constant), employee training

The ANOVA table confirms the results of model summary, analysis of the result revealed that $F = 549.443$ which is significant at $(0.000) < 0.05$. Hence, since the P -value < 0.05 (critical value), the null hypothesis that there is no significant relationship between employee training and employee efficiency is rejected.

Table 8.

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
1 (Constant)	.236	.143		1.234	.000
Employee training	.542	.063	.274	22.321	.000

- a. Dependent Variable: employee efficiency

The coefficient provides information on how the explanatory variable (the estimated coefficient or beta) influences the dependent variable. The result shows that the regression constant is 0.542 giving a predictive value of the dependent variable when all other variables are zero. The coefficient of employee training is 0.236 with p -value of 0.000 less than (0.05%) critical value. Therefore, it can be concluded that the null hypothesis that there is no significant relationship between employee training and employee efficiency is rejected.

Conclusions

This research on human resource management practices and employee performance in Prince Abubakar Audu University, Anyigba has two basic variables. The independent variable was human resource management practices and was measured with recruitment and trading while the dependent variable was employee performance and it was measured with job satisfaction and employee efficiency. The study concludes that there is a significant positive relationship between human resource management practices and employee performance. Thus, the study concluded that capitalizing on the practice of human research management will improve the performance of employees in the university through job satisfaction and employee efficiency.

Recommendations

Based on the findings emanating from this study the research recommends that employee recruitment should be conducting through the merit system. This implies that recruitment should not only be based on employee academic qualifications, experiences but availability of vacancies based on an articulated job analysis should be considered. Through this approach the organization will be able to utilize the employee skills maximally Again, through this technique employees will also have a deep

sense of satisfaction. Additionally, employee training should be prioritised by the institution considering the pivotal role of education and the dynamic nature of organizations with the continued need to adopt innovative practices towards efficient and efficient service delivery.

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