



Impact of Human Resource Management Practices on Employees' Job Performance in Ogun State-Owned Universities

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Abstract

The study was conducted to determine the impact of human resource management practices on employees' job performance in Ogun state-owned universities. Four specific purpose, four research questions and for null hypotheses were stated to achieve the aim of the study. Using a descriptive survey research design, total numbers of 400 employees were selected as sample using disproportionately stratified random sampling technique. Two instruments namely human resource management practices questionnaire with 25 items and Universities employees' job performance scale with 9 items developed by the researchers and validated by experts were used for data collection. The reliability coefficients of the instruments were obtained using Cronbach Alpha technique and it yielded coefficients of 0.84 for HRMPQ and 0.75 for UEJPS respectively. The data collected were analyzed using mean and standard deviation to answer the research questions and regression analysis to test the hypotheses at 0.05 level of significance. The findings of the research questions revealed that Ogun state-owned university have acceptable level of recruitment and selection, training and development, compensation and reward practices as well as employees' performance. The hypotheses revealed that there is significant relative and composite impact of recruitment and selection, training and development, compensation and reward practices on employees' performance in Ogun state-owned universities. It was however recommended among other things that the compensation practices of universities should be strengthened especially the aspect of outstanding performance reward and incentives

Keywords: Recruitment and Selection, Training and Development, Compensation and Reward and Employees' Performance

Introduction

Universities as educational institutions are saddled with the responsibility of training the youth for future contribution to national development by implementing the curriculum designed for such purpose. The importance of Universities as a segment of tertiary education institutions in a developing country like Nigeria cannot be overemphasized. Meanwhile, the main aim of universities is to train high-level manpower that is ready to usher in economic, scientific, technological, social and political development in the country. In supporting this view, Odetunde (2004) expresses that tertiary institutions which include universities help in building up high-level technical capacities and future leaders that are well equipped with skills and knowledge to strengthen the economic growth and development of a nation.

However, universities cannot operate effectively without the combination of material, financial and human resources. Among these three resources, human resources is one of the useful resources in every organization because they coordinate all other resources towards the accomplishment of institutions goals. In any university, employees which comprise of both academic and non-academic staffs are considered as one of the essential assets in the organization. Therefore, these academic and non-academic employees could serve as a tool for the competitive advantage of the institution over others if they are taken care of through the adoption of internationally accepted management practices that will give attention and invest in workplace skills development (Zaharie and Osoian, 2013). Also, in an attempt to offer qualitative education, most universities strive to attract talented, skilful and motivated employees who are diligent at work by discharging administrative, research and teaching duties for the attainment of institution's objectives.

University academic and non-academic employees play a strategic role in ensuring that the university offers its services in different areas such as teaching, quality research and community service by preparing students to be responsible citizens and give back to the immediate community (Jouda, Ahmad & Dahleez, 2016). It is believed that the implementation of internationally accepted human resource management practices will go a long way in stimulating university employee's performance and in the long run ensure the performance of the university as a whole. Human resource management is concerned with the efficiency and effectiveness of employees in an organization with the motive of achieving a predetermined organizational goal (Ong & Koh, 2018). As a management practice of recruiting, deploying and managing employees, its main focus is on the achievement of organization objectives using policies and practices put in place solely for the human asset of the organization. The role of HRM practices in an organization cannot be underpinned because its practices act as the backbone of an organization for better competitive advantage as these practices are geared towards a productivity end and better performance (Saha & Gregar, 2012).

Despite the fact that human resources management practices are globally acceptable and applied in many developing countries such as Nigeria, the nature of employees and type of organization may be different. Also, there are external factors like sectors policies, economic conditions, government regulations, religious and culture may create differences in organization implementation of human resources practices. However, no matter the situation, some essential human resources management practices such as recruitment, training and development as well as reward system are peculiar to most the organization including universities. Al-Jabari (2011) corroborates the foregoing that selection and recruitment practices are used by almost all organizations irrespective of sector, size and ownership. Notwithstanding the numerous human resource management practices, recruitment and selection, training and development and compensation and incentives practices are considered in this study.

Recruitment and selection have been the most important human resource management practices because it involves searching, assessing and picking the right set of people who can facilitate the attainment of organization goals. It is a process of searching the applicants for employment, encouraging potential candidates to apply for jobs and examining those that applied to select the best for the job (Jain and Saakshi, 2005; Jouda, Ahmad & Dahleez, 2016). This practice can be divided stages namely: identification of job spaces, advertising the job space, application and submission of intents, examination and assessment of applicants and selection of qualified applicants. With all these



stages, it is no doubt that recruitment and selection as HRM has a strong tendency in influencing employees' performance in any organization. This is simply because the overall aim of this very process is to employ the best employees that will perform the jobs towards goal attainment and when the wrong set of people are attracted, effective job performance and goal accomplishment are at risk. Therefore, the adoption of good human resource management practices through recruitment and selection may contribute to employees' performance especially in universities.

Another HRM practice that can influence employees' job performance and goal achievement especially in universities is training and development. Training is the next HRM practice after recruitment and selection of employees. A thorough recruitment and selection process does not guarantee effective job performance since those selected are new in the system, hence, the need for universities to put in place and execute training and development programme through HRM unit. Training is an organized process of providing the latest information, updating skills and attitudes that will assist employees to offer the best service and improved performance in an organization (Grossman & Salas, 2011). Training and development as HRM practice enable universities to update and advance staff skills, maximize their competitive advantage, expand services and adjust with the current global trend and achieve institutions' goals (Salas, Tannenbaum, Kraiger & Smith-Jentsch, 2012). Therefore, any educational institution who wishes to use the quality of its employees to compete in the current global and technological era must put in place a very strong and effective training and development policy. The foregoing indicates that the main objective of training and development as HRM practice is to improve employees' competency level, employee performance and in turn result in improved organizational performance. It ensures that universities employees continue to learn and update their skills irrespective of the cost needed for such exercise. Experts have shown that there is a great impact of training and development on employees and organizational performance (Ayanda, 2011; Della-Torre & Solari, 2013; Omolo, Oginda & Otengah, 2013; Jouda, Ahmad & Dahleez, 2016).

The issue of the compensation system is also one of the HRM practices that may influence employees' performance in an educational institution like universities. Compensation is the organization consideration in term of pay, bonuses given to employees for services rendered (Jouda, Ahmad & Dahleez, 2016; Al-Qudah, Osman & Al-Qudah, 2014). Unlike recruitment and training, compensation plays a strategic role in attracting new and quality employees, ensure and sustain the loyalty of those on ground which will, in turn, brings about a high level of job performance to achieve organization goal (Gomez-Mejia, Berrone, Franco-Santos, 2010). It helps to increase employees' motivation, performance and productivity (Al-Qudah, Osman & Al-Qudah, 2014) and this is more reason why most organizations including universities focus on setting up and maintaining standard practices of the compensation system. In any organization where the desired compensation system is set-up, employees are likely to input the best job performance so that more compensation can be accrued. Linking employees' performance with compensation practices of an organization is not out of place because experts have suggested that employees should be adequately rewarded and given incentives as well as benefits to be motivated for better performance. (Jouda, Ahmad & Dahleez, 2016; Al-Qudah, Osman & Al-Qudah, 2014).

However, the state of human resources management in Ogun State-owned Universities is not encouraging. Evidence to this is the ratio of students to lecturer in terms of teaching and supervision

of projects as well as the token they receive as salary when compared with the huge tasks they are assigned. The issues of human resource management practices particularly in the aspect of recruitment, training and compensation are now in question in Ogun State-owned universities. A typical illustration of unfair treatment of employees in universities in Nigeria and Ogun state in particular, is a true picture of ASSU strike over the past 8months with the negligence of the federal government towards their demand in this current year (Punch, 2020). The agitation of ASSU over the supply of adequate human and material resources to various Universities in Nigeria is a good step towards ensuring good human resources management practice in the country. But despite this, the demand is yet to be resolved. Many employees in Ogun state are not provided with adequate equipment and resources to discharge their duties as expected. There no doubt that, the poor funding of tertiary institution including universities by the state government leaving universities management to internally generated revenue to finance their operation. As a result of this, the area of training, recruitment and compensation may be neglected. Meanwhile, the three human resources management practices (viz recruitment, training and compensation) require fund and absence of financial support by the government that claim ownership of these universities may constrain management from ensuring desired HRM practices which may impact employees and overall institution performance. Also, few studies were conducted in Ogun State on HRMS in Universities. It was in an attempt to fill the gaps in the literature that energized the researchers to examine the impact of human resource management practices on employee performance in Ogun state-owned universities.

Purpose of the Study

The main objective of this study is to determine the impact of human resource management practices on employees' performance in Ogun State-owned universities. Specifically, the study sought to determine:

1. impact of recruitment and selection practice on universities' employees' job performance in Ogun State
2. impact of training and development practice on universities' employees' job performance in Ogun State
3. impact of compensation practice on universities' employees job performance in Ogun State
4. composite contribution of recruitment and selection, training and development and compensation as HRM practices on universities employees' job performance in Ogun State

Research Questions

The following research questions were raised and answered in the course of this study:

1. What are the mean responses of employees on recruitment and selection practices in Ogun State-owned Universities?
2. What are the mean responses of employees on training and development practices in Ogun State-owned Universities?



3. What are the mean responses of employees on compensation and reward practices in Ogun State-owned Universities?
4. What is the mean response of employees on the level of job performances in Ogun State-owned Universities?

Research Hypotheses

These null hypotheses were tested at 0.05 level of significance:

- Ho₁ There is no significant relative impact of recruitment and selection practice on university employees' job performance.
- Ho₂ There is no significant relative impact of training and development practice on university employees' job performance.
- Ho₃ There is no significant relative impact of compensation practice on university employees' job performance.
- Ho₄ There is no significant composite impact of recruitment and selection, training and development and compensation practice on university employees' job performance.

Methodology

The study employed a descriptive survey research design to determine the impact of human resource management practices on employees' job performance in Ogun state-owned universities. A total number of 400 employees were selected as sample out of the 2675 employees in Ogun State-owned universities. The sample size was selected using disproportionately stratified random sampling technique. Two instruments namely human resource management practices questionnaire with 25 items and Universities employees' job performance scale with 9 developed by the researchers and validated by experts were used for data collection. The HRMPQ was further factor analyzed into three sub-scales comprising recruitment and selection practices with 9 items; training and development practices with 8 items and compensation and reward practices with 8 items. All items on the two instruments were structured on a 4-point rating scale ranging from strongly agree and strongly disagree. The questionnaire was pilot tested to 40 staff of Micheal Otedola College of Primary Education. The reliability coefficients of the instruments were obtained using Cronbach Alpha technique and it yielded coefficients of 0.84 for HRMPQ and 0.75 for UEJPS respectively. The data collected were analyzed using mean and standard deviation to answer the research questions and regression analysis to test the hypotheses at 0.05 level of significance.

Results

Research Question One: What are the mean responses of employees on recruitment and selection practices in Ogun State-owned Universities?

Table 1
Mean rating and Standard Deviations of Recruitment Practices in Ogun State-Owned Universities

S/N	Recruitment and Selection Practices	Mean	SD	Remark
1	Recruitment in my university is always publicized on media	3.24	0.65	Agree
2	Recruitment advert always carry well-spelt job description	2.82	0.48	Agree
3	Recruitment is done in my institution when job spaces are noticed	2.92	0.48	Agree
4	Recruitment of employees in my university is always open	1.52	0.50	Disagree
5	Interviews are always conducted for applicants seeking employment into my institution	2.86	0.57	Agree
6	Only those applicants who met the selection criteria are given job offers	3.34	0.55	Agree
7	The employees' selection procedure is objective after the interview	1.60	0.66	Disagree
8	Selection criteria are revealed to applicants during the interview	1.58	0.49	Disagree
9	There is always the need for staff recruitment in my institution	3.28	0.57	Agree
Grand Mean		2.57		Agree

Result of analysis in Table 1 shows that six items (1, 2, 3, 5, 6 and 9) on recruitment practices had mean ratings above the 2.50 cut-off point for decision. Item 4, 7 and 8 had mean ratings below the cut-off point of 2.50. Since, most items were agreed to with a cluster mean of 2.57, it means that there is a good recruitment and selection practices in place in Ogun State-owned Universities. The value of standard deviation which ranges from 0.48 – 0.66 showed that respondents were homogeneous in their responses on recruitment and selection practices in Ogun State-owned Universities.

Research Question Two: What are the mean responses of employees on training and development practices in Ogun State-owned Universities?



Table 2

Mean rating and Standard Deviations of Training and Development Practices in Ogun State-Owned Universities

S/N	Training and Development Practices	Mean	SD	Remark
1	Newly employed staff are always trained in my institutions	3.28	0.63	Agree
2	Provisions are on ground for in-service training for employees	3.02	0.79	Agree
3	Management sponsors staff for education advancement	1.64	0.74	Disagree
4	Management encourages, allows and finance seminars, workshops and conferences attendance	3.04	0.80	Agree
5	Staff training in my institution usually cover technical and general skills areas	2.85	0.72	Agree
6	My institution has offered me a special training opportunity for upgrade and capacity building	1.78	0.50	Disagree
7	Sectional training is also in place for professional development	3.48	0.90	Agree
8	My institution sometimes sponsor international training	2.98	0.37	Agree
	Grand Mean	2.75		Agree

Result of analysis in Table 2 shows that six items (1, 2, 4, 5, 7 and 8) on training and development practices had mean ratings above the 2.50 cut-off point for decision. Only item 3 and 6 had mean ratings below the cut-off point of 2.50. Since, most items were agreed to with a cluster mean of 2.75, it means that there is satisfactory training and development practices in Ogun State-owned Universities. The values of standard deviation which ranges from 0.37 – 0.90 showed that respondents were homogeneous in their responses on training and development practices in Ogun State-owned Universities.

Research Question Three: What are the mean responses of employees on compensation and reward practices in Ogun State-owned Universities?

Table 3

Mean rating and Standard Deviations of Compensation and Reward Practices in Ogun State-Owned Universities

S/N	Compensation and Reward Practices	Mean	SD	Remark
1	Salaries and bonuses of staff in my institution are good enough	3.00	0.75	Agree
2	University management always reward employees to retain them	3.08	0.56	Agree
3	Award presentation for outstanding performance is in place in my institution	2.16	0.54	Disagree
4	The compensation is for all staff and it not bias	2.88	0.52	Agree

5	Compensation and reward are always matched with performance	3.10	0.60	Agree
6	Compensation depends on employee's ability and competence	3.34	0.82	Agree
7	Rewards and other incentives are designed to encourage hard-work	2.84	0.42	Agree
8	Staff are given gifts during festivity to motivate and retain them	2.68	0.72	Agree
Grand Mean		2.88		Agree

Result of analysis in Table 3 shows that seven items (1, 2, 4, 5, 6, 7 and 8) on compensation and reward practices had mean ratings above the 2.50 cut-off point for decision. Only item 3 had mean ratings below the cut-off point of 2.50. Since, most items were agreed to with a cluster mean of 2.88, it means that the compensation and reward practices in Ogun State-owned Universities is satisfactory. The values of standard deviation which ranges from 0.42 – 0.82 showed that respondents were homogeneous in their responses on compensation and reward practices in Ogun State-owned Universities.

Research Question Four: What is the level of employees' job performance in Ogun State-owned Universities?

Table 4

Mean rating and Standard Deviations of Ogun State-Owned Universities Employees' Job Performance

S/N	Universities Employees Job performance	Mean	SD	Remark
1	I perform my duties regularly	3.42	0.57	Agree
2	I always complete assigned jobs within the specified time frame	3.14	0.66	Agree
3	I always solve an identified job problem voluntarily	3.34	0.71	Agree
4	I use professional knowledge and experience in the performance of my job	3.34	0.47	Agree
5	I always perform extra tasks for my institution	3.42	0.57	Agree
6	I don't mix my work hours with leisure	3.40	0.80	Agree
7	My job output is of high quality and standard.	3.04	0.39	Agree
8	I relate well with my colleagues to get jobs done	3.52	0.50	Agree
9	I always follow my superior instruction to get jobs done	3.16	0.73	Agree
Grand Mean		3.31		Agree

Result of analysis in Table 4 shows that all items on employees' job performance had mean ratings above the 2.50 cut-off point for decision. Since, all items were agreed to with a cluster mean of 3.31, it means that there is a satisfactory level of employees' performance in Ogun State-owned Universities. The values of standard deviation which ranges from 0.47 – 0.80 showed that respondents



were homogeneous in their responses on the level of employees' performance in Ogun State-owned Universities.

Hypothesis One: There is no significant relative impact of recruitment and selection practice on universities employees' job performance.

Table 5

Regression Analysis of the impact of recruitment and selection practice on university employees' job performance

R	R Square	Adjusted R Square	Std. Error of the Estimate		
0.67	0.45	0.45	1.34		
Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	595.23	1	595.23	328.39	0.00
Residual	721.41	398	1.81		
Total	1316.64	399			

a. Dependent Variable: Job Performance b. Predictors: (Constant), Recruitment and Selection Practices

Result in Table 5 shows a F-value of 328.391 and a significant value of 0.00. The model summary also shows that $R = 0.67$, $R^2 = 0.45$ and adjusted $R^2 = 0.45$; meaning that the predictor recruitment and selection practices contributes 45% to the variance in employees' job performance in Ogun state owned universities. Based on the foregoing, the null hypothesis which states that there is no significant impact of recruitment and selection practice on universities employees' job performance was rejected.

Hypothesis Two: There is no significant relative impact of training and development practice on university employees' job performance.

Table 6

Regression analysis of the impact of training and development practice on university employees' job performance

R	R Square	Adjusted R Square	Std. Error of the Estimate		
0.43	0.19	0.18	1.64		
Model	Sum of Squares	Df	Mean Square	F	Sig.
Regression	244.22	1	244.22	90.63	0.00
Residual	1072.42	398	2.69		
Total	1316.64	399			

a. Dependent Variable: Job Performance b. Predictors: (Constant), Training and Development Practices

Result in Table 6 shows F-value of 90.63 and a significant value of 0.00. The model summary also shows that $R = 0.43$, $R^2 = 0.19$ and adjusted $R^2 = 0.18$; meaning that the predictor training and development practices contributes 18% to the variance in employees' job performance in Ogun state-owned universities. Based on the foregoing, the null hypothesis which states that there is a no significant impact of training and development practices on universities employees' job performance was rejected.

Hypothesis Three: There is no significant relative impact of compensation practice on university employees' job performance.

Table 7

Regression Analysis of the impact of compensation and reward practice on university employees' job performance

R	R Square	Adjusted R Square	Std. Error of the Estimate		
.44	.19	.19	1.64		
			Mean		
Model	Sum of Squares	Df	Square	F	Sig.
Regression	252.32	1	252.32	94.35	0.00
Residual	1064.32	398	2.67		
Total	1316.64	399			

a. Dependent Variable: **Job Performance** b. Predictors: (Constant), **Compensation and Reward Practices**

The result in Table 7 shows F-value of 94.35 and a significant value of 0.00. The model summary also shows that $R = 0.44$, $R^2 = 0.19$ and adjusted $R^2 = 0.18$; meaning that the predictor compensation and reward practices contributes 19% to the variance in employees' job performance in Ogun state-owned universities. Based on the foregoing, the null hypothesis which states that there is a no significant impact of compensation and reward practices on universities employees' job performance was rejected.

Hypothesis Four: There is no significant composite impact of recruitment and selection, training and development and compensation practice on university employees' job performance.



Table 8

Regression Analysis of the combine impact of recruitment, training and compensation practice on universities employees' job performance

R	R Square	Adjusted R Square	Std. Error of the Estimate		
0.71	0.52	0.51	1.28		
Model	Sum of Squares	Df	Mean Square	F	Sig.
Regression	666.08	1	666.08	407.49	0.00
Residual	650.56	398	1.64		
Total	1316.64	399			

a. Dependent Variable: **Job Performance** b. Predictors: (Constant), **HRM Practices**

The result in Table 8 shows F-value of 407.49 and a significant value of 0.00. The model summary also shows that $R = 0.71$, $R^2 = 0.52$ and adjusted $R^2 = 0.51$; meaning that the predictor HRM practices (recruitment and selection, training and development, compensation and reward practices) contribute 51% to the variance in employees' job performance in Ogun state-owned universities. Based on the foregoing, the null hypothesis which states that there is a no combined significant impact of HRM practices (recruitment and selection, training and development, compensation and reward practices) on universities employees' job performance was rejected.

Discussions

Findings of research questions as shown in Table 1, 2, 3 and 4 revealed that there is an acceptable level of recruitment and selection practices, training and development practices, compensation and reward practices and employees job performance in Ogun state owned universities. This is because the results in Table 1, 2, 3 and 4 reveal grand means of 2.57, 2.75, 2.88 and 3.31 which are all greater than the average rating of 2.50 which is the benchmark for decision on statement agreement and disagreement. This finding is an indication that universities in Ogun State, irrespective their funding challenges, still value their human asset and they exercise acceptable human resource management practices to get the best job performance needed to achieve their educational objectives.

It was found in hypothesis one as shown in Table 5 that there is a significant impact of recruitment and selection practice on universities employees' job performance in Ogun State-Owned Universities. This result shows that Ogun State-owned universities recognize the importance of quality human asset and they engage in recruitment and selection practices that will attract quality staff that possess the relevant skills for effective job performance. This finding is in consonance with findings of Omolo, Oginda, and Otengah (2013); Jouda, Ahmad and Dahleez (2016); Al-Qudah, Osman and Al-Qudah (2014) that recruitment and selection practices is positively related to employees' performance in organization. It therefore means that an acceptable practice of recruitment and selection has a significant impact on employee's performance and at the long-run benefit the organization in terms of productivity.

Hypothesis two found in Table 6 that there is significant impact of training and development practice on university employees' job performance. This result shows employees' capacity building is an important weapon to develop skills and refine workers in other to achieve personal goal and as

well facilitate the attainment of organization objectives. It is obvious with this result that training and development mutually benefits both employees (in the area of career advancement and skill acquisition) and organization (in the area of increased productivity). This finding is in tandem with the report of Jouda, Ahmad and Dahleez (2016) that training and development practices is positively related to employees' performance in organization. Also, Della-Torre and Solari (2013) reported that the perceived employee and organizational performance were positively related to effective training practices. Therefore, training and development is essential in organization as its practices help companies to compete, advanced workers' skills, expand operations and achieve predetermine goals.

It was found in hypothesis three as shown in Table 7 that there is significant impact of compensation and reward practices on university employees' job performance. This simply means that university employee are motivated for better job performance, when they are provided with good compensation, incentives, rewards and other benefits by management. Because of the universities' human capital nature, compensation for university employees can play a major role in helping employ and retain highly skilled and competent staff. This result is in consonance with that of Jouda, Ahmad and Dahleez (2016); Al-Qudah, Osman and Al-Qudah (2014) that compensation and reward is positively related to employees' performance in organization. Similarly, study by Frye (2004) research also found a positive relationship between compensation and performance of employees in an organization. The study further argued that compensation plays a significant role in organizations that rely on human capital as an incentive to attract and retain skilled workers.

Hypothesis four as shown in Table 8 found that there is significant composite impact of HRM practices (recruitment and selection, training and development and compensation) on university employees' job performance. This result is far from the fact that when organization takes care of its human asset, employees will be highly motivated to perform better which in turn favour the organization in terms of productivity. This study is in tandem with Jouda, Ahmad and Dahleez (2016) who found that four factors of HRM practices (i.e. recruitment and selection, training and development, compensation and rewards) compositely predicted employees' performance.

Conclusions

This study examined the impact of human resource management practices on employee performance Ogun State-owned Universities. It was inferred after analysis that effective human resource management practices (in the area of recruitment and selection, training and development and compensation and reward practices) contribute to employees' performance in Ogun State-owned universities. The reason being that employees are critical asset of any organization and they are motivated, enthusiastic, well equipped and perform their job well when they are taking care of through the effective human resource practices of the organization.



Recommendations

Based on the finding and conclusion presented, the following recommendations are presented:

1. University management should improve on its recruitment practices especially in the aspect of conducting objective interview and revealing selection criteria during interview.
2. The university management should make provision for internal arrangement on sponsoring employees training in the aspect of professional knowledge, research skills as well as other areas necessary to position their institution well among other tertiary institutions in the country.
3. The compensation practices of universities should be strengthened especially the aspect of outstanding performance reward and incentives to motivate existing staff for better job performance and attract quality one to the institutions.

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