

## **Impact of Selected Human Resource Management Practices on Organizational Performance of Public Universities in Abia State**

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doi: <https://doi.org/10.37745/gjhrm.2013/vol12n12348>

Published February 3, 2024

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**Citation:** Innocent-Nwosu U.C., Daniel C., Gambo N. (2024) Impact of Selected Human Resource Management Practices on Organizational Performance of Public Universities in Abia State, *Global Journal of Human Resource Management*, Vol.12, No.1, pp.23-48

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**ABSTRACT:** *This study examines the impact of selected human resource management practices on organizational performance of public universities in Abia State. The selected HRMP employed in this study are compensation and Recruitment and selection. A survey research design was adopted for the study. Data was collected through copies of structured questionnaire. The data collected was analysed using ordinary least square regression analysis. The result reveals that there is a significant impact of recruitment and selection and compensation on organizational performance in public universities in Abia state. Based on the findings, it is recommended that HR expertise with the help of line managers (HODs) should be made to carry out these activities so that people with the appropriate skills, attitudes and knowledge are hired. This will ensure professionalism and institutionalism in the activities of public universities. Furthermore, the management/government should endeavor to link pay to performance. This type of compensation structure is known to ensure fairness, eliminate conflicts and tension and propel employees to higher performance.*

**KEYWORDS:** human resource management, practices, organizational performance public universities, Abia State

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### **INTRODUCTION**

Academic institutions, especially universities, are the sources of a nation's knowledgeable human resources and are solely responsible for educating and developing the intellect of nations (Malik, 2010). Human Resource Management is an indispensable function for both the private and public sector organizations. Human resource management works in diverse area like conducting of job interviews, planning the employee's needs and recruitment, determination of wages and salaries, resolving the disputes and creating better working and safety environment for the employees (Bowen & Ostroff, 2014). The organization uses its human resource management for the proper utilization of resources. Additionally, the department has a significant impact on workers' entire

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development by fostering their professional and personal development. On the other hand, it aids in enhancing employees' professional abilities and expertise. Employees who use human resource management practices have a high-quality work environment. As a result, it is clear how important human resource management is to the effectiveness of an organization. Many businesses have formed human resource management departments because they recognize the importance of these departments in the modern business environment (Cooke, 2015).

Providing employees with a good work life is the main goal of the organization's human resource management. The actions that foster an employee's dignity and advancement inside the company can be characterized as the quality of their work life. It facilitates employee collaboration within the company as well as the actions, adjustments, and enhancements required to meet objectives, enhance quality of life, and increase organizational efficacy. Higher performance plays a significant significance in the field of human resource management. While research indicates that human resource management is essential for organizational implementation, the effect of efficient HRM on organizational performance is a topic that receives relatively little attention.

Moreover, little research is available in Nigerian public universities perspective which sheds light on the role of human resource management practices on the performance of Nigerian public universities.

In the recent times, the Nigerian public universities have been bedeviled with consistent strike actions, these strike actions are channeled to their employers (the states and federal government), one of the major reasons for the strikes actions is employee welfare because the employers politically create more public universities and employs more employees without adequate concern on their welfare. (Bowen & Ostroff, 2004). On the other hand, most of the public universities do their employment without following the due process of human resource management practices (Abubakar, 2022). These problems hamper the overall performance of the employees and the universities as a whole. There is need to boost the organizational performance of Nigerian public universities with the implementation of effective human resources management practices. This study is quite significant in that regard. The study will enhance the literature on the human resource management practices and organizational performance in Nigerian Public universities perspective. The study will evaluate the whether there is positive and significant relationship between human resources practices and organizational performance in public universities in Abia state specifically Michael Okpara University of Agricultural Umudike and Abia State University, Uturu.

### **Statement of Problem**

In Nigeria, a major challenge facing public universities today is financial constraint. According to budgetary statistics, the government's subsidy to the education sector has significantly decreased when compared to the UNESCO benchmark for developing nations. This has resulted in severely inadequate facilities for teaching and research, which are the cornerstones of university

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performance, as well as insufficient infrastructure (Ajadi, 2022). Given the impact on students and the general public, the ongoing strike activities by various unions at public institutions due to the government's non-fulfillment of numerous agreements have also drawn the attention of the general public.

Due to the unfavorable working conditions and relatively low compensation, there is a shortage of experienced academics because many have moved to other countries with far better working conditions (Ojokuku, 2013). The difficulty for the institutions is how to keep and sustain the current personnel while raising their performance levels. Furthermore, it must be acknowledged that HRM researchers have focused relatively little on Nigerian public universities since they have long believed that public institutions are influenced politically (Zakaria, 2013).

However, since public universities are not operating as private sector firms, and they have their unique characteristics and also face different challenges, the findings of HRM research in private sector organizations cannot be generalized, in a wholesale manner, to public universities (Nguyen and Bryant, 2004; Kwang, Songan, and Kian, 2008; and Barret and Mason, 2006). There is therefore the need for a shift of focus to HRM practices in public universities, in view of the limited understanding of the significant roles of HRM in public universities firms (Cardon and Steven, 2021). Furthermore, given their political influence, financial constraints and other resource limitations, public universities too, are directing increasing attention to how they can utilize other available resources more efficiently and effectively (Gallego, 2021). Against the backdrop of the increasing realization of the vital contribution of HR practices to higher organizational performance, this study examined the impact of HRM practices on organizational performance of public universities in Abia State Nigeria, specifically Michael Okpara University of Agricultural Umudike and Abia State University, Uturu. The reason for the choice of public universities is because of the consistent employee strikes actions of Nigerian public universities which affects the academic activities of the two public universities in Abia state. The dependent variable of the study is the organizational performance, while the independent variable selected human resource management Practices, specifically, Recruitment and Selection and Compensation. The period for the study is 2012-2023.

### **Objectives of the study**

The broad objective of this study is to examine the impact of human resource management practices on organizational performance of public universities in Abia State. The specific objectives of the study are to:

- i. Determine the influence of recruitment and selection on organizational performance of public universities in Abia State.
- ii. Determine the impact of compensation on organizational performance of public universities in Abia State.

### **Research Questions**

Based on the problem of the study, the following research questions were raised for the study:

- i. How does recruitment and selection as HRM practice employed by public universities influence their organizational performance in Abia State?
- ii. Does compensation as an HRM practice employed by public universities influence their organizational performance in Abia State?

### **Hypotheses of the study**

Based on the objectives of the study, the following null hypotheses were raised for the study:

**H0<sub>1</sub>:** Recruitment and selection have no significant influence on organizational performance of public universities in Abia State.

**H0<sub>2</sub>:** Compensation has no significant influence on organizational performance of public universities in Abia State.

## **LITERATURE REVIEW**

### **Conceptual Framework**

This section dwells on the conceptual definitions of the major variables of the study.

#### **Concept of Human Resource Management**

According to Hartel, Fujimoto, Strybosh and Fitzpatrick (2017) Human resource management does not merely deals with the rational administration but looks after the job satisfaction of the employees and also focus on, how to motivate them for better results, as a result it is making the best utilization of each individual human power for achieving the objectives of an organization. Human resource management is also an important fact considered by organizations from all over the world, because human resource is the resource that has the capability of converting the other source like capital, technology, methods, material, machine etc. into product or service. So, the need of a sound Human Resource Management system is very much necessary, in today's world.

On current structural background Human Resource Management can be defined as systematic process by which human capital or human resource are recruited and managed in such a way that it helps the organization to achieve its objectives. Human Resource Management is concerned about not only the organization but also about the wellbeing of the human capital involved, so it gives consideration not only towards recruitment and selection but also towards the motivation factors, development and maintenance of human resources. Human Resource Management helps to select the right person, for the right job, at the right time and at right position in a changeable surrounding. According to Schuler & Jackson (2021); Schuler & Macmillan (2021); and Wright & Snell (2017); Human Resource Management comprises of the activities of an organization directed towards the management of the human resources and taking care of the facts that the

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resources are appointed at the right place and time for the right purpose for the fulfilment of the goals of the organization. The performance of an organization depends on the efficiency of the human resources involved with the organization.

Therefore, a systematic set up for recruitment, training and development, motivation, manpower planning, performance evaluation, industrial relation and remuneration management should be taken into consideration. Moreover, Human Resource Management is also concerned about the development of skills, ability and knowledge in the acquired human resources, so that the tasks and responsibilities given by the organization are performed effectively and efficiently. The main concept of Human resource management comprises of four main functions - Acquisition, Development, Maintenance and Motivation of the human resource. These are the basic factors or key steps that help an organization to achieve its goals.

### **Selected Human Resource Management Practices**

#### **Recruitment and Selection**

The job opportunity within an organization includes a large variety of job option for the peoples. In general, an HRM recruits employs according to the merit and skill of the candidates. Apart from operational process, an organization has several activities like marketing, maintenance, and financial activities. Recruitment and selection as such have been noted as major HRM activities in any enterprise for managing its human resources (Becker & Huselid, 1992). Effective recruiting is a very complex process as it should make sense in terms of the enterprise's strategic plans. There have been diverse claims as to where recruitment starts and ends, however, the stages of the recruitment process generally aim at attracting the right candidates to the job vacancies, followed by the assessment of those who responded to the call, and the selection of the most suitable candidates. An effective recruitment program identifies job requirements and is built on job analysis and produces a pool of job applicants from both internal and external sources (Stone, 2011).

Whereas the function of recruitment attracts candidates from the above sources, it is the function of selection which identifies those applicants with the necessary knowledge, skills, abilities and other characteristics that fit the job task in question and who are worth hiring to perform the task (Marchington & Grugulis, 2000; Noe, 2011). The stages of the selection process differ from enterprise to enterprise. Basically, the selection process includes: preliminary screening which reduces the number of applicants to the best qualified to perform the job, testing and reviewing work samples in order to rate the abilities of candidates, interviewing candidates with the best abilities, checking references and conducting background checks and making a selection decision for the applicant to receive the job offer (Dessler, 2012). The selection process is followed up by feedback to the applicant.

### **Compensation**

The term compensation is used interchangeably, in the context of this study, for remuneration or pay (Shields, 2007) and can be described as “The package of quantifiable rewards an employee receives for his or her labours including base pay, incentives pay and benefits” (Gomez-Mejia, 2004). According to the literature, a compensation system embodies direct compensation such as base pay (salary and wages), merit pay, incentive pay, and deferred pay (Baker et al., 1988; Fisher, 2006). Incentive pay such as bonuses, commissions, piece work rates, profit sharing, stock options, and shift differentials are all ways of linking pay to performance – each having its own advantages and disadvantages (Baker, 1988; Noe, 2011). Benefits have become an important means of gaining a competitive advantage on the labour market. Provision of a particular non-financial benefit allows the enterprise to address specific employee needs (Shield, 2007). Some financial benefits such as social security contributions, pensions, and retirement saving plans help employees prepare for their retirement (Noe, 2011). Compensation systems are an important tool for motivating higher levels of job performance and enhancing enterprise effectiveness (Delaney & Huselid, 1996), but the components need to be coordinated to work together towards the achievement of the enterprise objectives (Fisher, 2006). It may strategically enable an enterprise to attract the right talented people at the right time for the right position thereby minimizing the cost of internal training for employees, as well as to retain the best employees by recognizing and rewarding their contribution, and motivating them to contribute to the best of their capability (Shields, 2007).

### **Organizational Performance in Strategic HRM**

Organizational performance means the actual output or results of an organization as measured against its intended outputs (or goals and objectives). According to Richard (2021), the organizational performance includes three specific areas of firm outcomes: financial performance (profits, return on assets, return on investment, etc.); product market performance (sales, market share, etc.); and shareholder return (total shareholder return, economic value added, etc.). Wright and McMahan (1992) defined strategic HRM as —the pattern of planned human resource deployments and activities intended to enable the firm to achieve its goals. Implicit in this definition is that the ultimate goal of strategic HRM is to contribute to organizational performance (i.e., the achievement of the firm’s goals), however that performance is defined. Considerable research has attempted to test strategic HRM propositions, usually with the ultimate criterion being how strategic HRM contributes to firm financial performance (Dyer & Reeves, 1995; Wright & Sherman, in 2021).

Within the field of strategic HRM, Dyer and Reeves (1995), in their review of research on the efficacy of —bundling HR practices, proposed four possible types of measurement for organizational performance:

- i. HR outcomes (turnover, absenteeism, job satisfaction),
- ii. organizational outcomes (productivity, quality, service),

- iii. financial accounting outcomes (ROA, profitability), and
- iv. capital market outcomes, (stock price, growth, returns).

However, if that were the case, the implication might only be that our suggestions regarding performance measures might apply more to reviewers than to researchers. This study adopts HR outcomes (turnover, absenteeism, job satisfaction) as a measure of organizational performance.

### **Theoretical Framework**

This study adopted the strategic human resource management theory.

#### **Strategic Human Resource Management Theory**

People are strategically important to enterprise success called for a link between strategic planning and HR planning, signifying the conception of the field of SHRM, with its advent devoted to exploring HR's role in supporting business strategy (Wright, 2001). Tichy, Fombrum & Devanna (1981) describes the strategy of an enterprise as the process by which the set mission, goals and objectives of the enterprise can be achieved using the available resources of the enterprise. However, Barney (2001) defines strategy as: A firm's theory of how it can gain superior performance in the markets within which it operates. Strategy takes into consideration characteristics such as scope, resource deployment, distinctive competencies of the enterprise and competitive advantages. The strategic plan describes how the enterprise's objectives will be achieved in functional terms (Hofer & Schendel, 1978). Strategic activities are, as such, different from managerial and operational ones (Anthony, 1965), in that managerial activities are concerned more with the availability and allocation of resources to carry out the strategic plan. However, it takes a good workforce and managerial practices for a strategic plan to be realised – this is what is recognised in resource-based theory, which means recognizing HRM as a critical component of strategic management. This calls for HR involvement in the strategic decision-making process of the enterprise (Wright & McMahan, 1992), which is recognised in SHRM.

SHRM assumes that HRM activities need to be integrated with the enterprise strategic objectives and context. Also, it assumes that effective HRM activities improve enterprise performance (Schular & Jacksons, 2005) and that HRM activities reinforce each other in alignment (Jackson & Seo, 2010). Thus SHRM considers how to incorporate HRM into strategic management at a more detailed level. It emphasises the need for HR plans and strategies to be formulated to respond to the dynamic nature of the external environment of the enterprise on a long term basis. SHRM theory proposes that strategy is related to HR practices, and that a fit between strategy and HR is a precondition for effective enterprise performance (Rogers & Wright, 1998). Thus, in effect, the concept of SHRM builds on the factors laid down by resource-based theory and focuses on how the competencies and commitment won by the enterprise can be strategically directed to affect the central business strategy towards the achievement of the enterprise's set objectives. This means

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that, apart from HRM functioning internally by performing its role of focusing on individual performance and playing its part as a solution to the enterprise's problems, it should also focus on the enterprise's performance by supporting each of the individual HRM practices to have an external fit of supporting the achievement of the broader business strategy of the enterprise (Becker & Huselid, 2006).

Resource Based Theory's (RBT) as proposed by Barney (1991) conceptualize that human capital could constitute a source of sustainable competitive advantage means constant motivation is needed to keep its match with the needs for achievement of continuous competitive position of the enterprise (Wright, 2001), which makes motivation very important in RBT. Further to this, SHRM theory embraces RBT and focuses on how the competencies and commitment won by the enterprise could be strategically directed toward the achievement of the enterprise set objectives. From these attributes, the concept of the SHRM theory bears significance to this study.

This study therefore adopts SHRM theory as a guide and suggests that if public universities in Nigeria employ effective and efficient HRM practices and design them in a way that the objective of each individual practice become relevant to the achievement of the enterprise's set objectives, it may enhance success and growth of the enterprise and the economy as a whole. The question that arises here is whether it will be appropriate to look at HRM practices by public universities in Nigeria from the complete perspective of SHRM theory. Furthermore, the SHRM theory, just as the resource-based theory, was developed within the climate of well advanced economies, which makes its applicability to developing countries like Nigeria somewhat difficult (Iguisi, 2009). These serve as major limitations for this study to employ the whole SHRM theory as a guide. However, certain portions of the theory can be applicable to the HRM practices that are used by the public universities in Nigeria.

The impact of HRM practices on the enterprise performance towards the achievement of competitive advantage depends largely on how HRM practices affect employees' skills and abilities, as well as their motivation (Delaney & Huselid, 1996) and align these with the strategic goals of the enterprise to help in its achievement of competitive advantage. Effective and efficient recruitment and selection processes, training, performance management, compensation systems (both financial and non-financial), and other general administration activities need to be planned and aligned with such broader enterprise goals (Journal of Global Management, 2012). This becomes a core focus for the study and as such provides a framework to guide the study to explore HRM in Nigeria's public universities.

### **Empirical Review**

Findings of several studies on HRM and organizational performance have revealed that firms need to implement an effective system of HRM practice in order to gain competitive advantage.



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For example, Fanny (2019) investigated the impact of HRM practice on organizational performance in Hong Kong, using four variables- job analysis, performance appraisal, human resource planning, and training. The study employed Pearson Product Moment Correlation (PPMC) analytical technique. The result showed that HRM practices were related significantly to business success in the organizations in Hong Kong.

Obasan (2019) also examined the impact of HRM practice on organizational performance in Nigeria. The study focused on variables such as recruiting, selecting, placement, training and development. The study employed ANOVA analytical technique. He found that positive relationship exists between HRM practices and organizational performance in Nigeria. The study concluded that there is need for training and re-training of staff as well as the development of an ideal model to enhance organizational profitability and performance.

Tiwari (2012) using Pearson Product Moment Correlation (PPMC) analytical technique also found that organizations which implement HRM practices with dedication remain ahead of their competitors because such practices affect other variables such as job satisfaction, financial performance, employee turnover, and employee commitment in a positive way.

Mansour (2010) examined the relationship between HRM practices and firm performance using companies in Saudi Arabia. The study employed VECM analytical technique. The research revealed a positive relationship between the overall HR practices such as recruitment, training, participation, performance appraisal, compensation and benefits, and the performance of the firm. However, the findings of Nankervis (2002) suggested that previous empirical evidences are still not able to provide enough evidence to suggest that HR practices works for all kinds of organizations.

Ayanda and Sani (2011) in their evaluation of strategic human resource management (SHRM) Practices in Nigerian Universities analysed a multi-respondent survey of 29 government-owned universities and 15 private universities in Nigeria. The study employed Pearson Product Moment Correlation (PPMC) analytical technique. The results of the study indicate an impressive moderate adoption of SHRM practices in the Nigerian university system; also, the extent of adoption is mostly a function of whether the university is government-owned or run by private investors. The results also showed that there is indeed a significant difference between the level of SHRM alignment, training and development, career planning system and employee participation in government-owned universities and private universities in Nigeria.

Richard and Johnson (2001) using a sample of banks, examined the impact of SHRM effectiveness (ratings of how effective a variety of human resource practices were performed) on a number of performance variables. The study employed Pearson Product Moment Correlation (PPMC)

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analytical technique. They found that SHRM effectiveness was directly related to employee turnover, and the relationship between these measures and return on equity was stronger among banks with higher capital intensity.

Harris and Ogbonna (2001) tested the relationship between SHRM and performance as mediated by market orientation (defined as collecting, disseminating, and responding to intelligence about the market). Using ANOVA and a sample of UK firms, the authors found a direct link between market orientation and performance, and in addition, demonstrated that the association between SHRM and performance is mediated by a firm's market orientation. SHRM can thus be seen as an antecedent to market orientation.

### Gap in Literature Review

From the literature, there is as such the need for more research to be conducted into this area of academic/education discipline, specifically public universities to ascertain what is happening within this sector so far as HRM practices are concerned as only few studies are done in that area. This study helps to throw light on what the Nigerian public universities has in place in terms of HRM practices and what factors are shaping them and driving or restricting changes. Secondly, most of the studies reviewed employed PPMC, ANOVA and VECM analytical techniques to analysed their data. This study will employ regression analysis to analysis the data collected.

### METHODOLOGY

This study employed a descriptive survey research design. The target population is the management and non-management employees of Michael Okpara University of Agricultural Umudike and Abia State University, Uturu. On the average, the staff strength of these two public universities as at the time the researcher will be obtaining preliminary data stood at four thousand three hundred (4300). These members of the target population had characteristics and experiences that were capable of producing the responses the researcher needed. Yamane Taro formula will be adopted for determining an adequate sample size at confidence level 95% and P = 0.05.

Below is the formula:

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

Where: n = Sample size; N = Population size; e = Sample error Level of significance; 1 = Constant

4300

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$$\text{Therefore, } = \frac{4300}{1 + 4300(0.05)^2}$$

$$= \frac{4300}{1 + 4300 \times 0.0025}$$

$$= \frac{4300}{11.75}$$

$$11.75$$

= 366 Employees.

For the purpose of this study, 366 employees were selected as the study sample. Based on probabilistic sampling procedure, a systematic random sampling technique will be used for selecting respondents for management employees and non-management employees respectively. The subjects will be selected using table of random numbers from the accessible population and matched against the criteria for being in the sample. The data was collected from the respondents through structured questionnaires. Data collected from the completed questionnaires were analysed using the SPSS. It was used to obtain frequencies and percentages of close ended responses; and open-ended responses were analyzed in a qualitative manner. The hypotheses was tested using ordinary least square regression technique.

### Data Presentation and Analysis

**Table 1: Item Statistics of Recruitment and selection practice in Public Universities in Abia State**

Appointment in this organization is based on merit	3.98	.577	40
Applicants are fully informed about the qualification required to perform the job before being hired	4.05	.597	40
Advertisements are used by the bank to recruit	2.95	.876	40
There is formal induction, orientation and familiarisation process designed to help new recruits understand the organization	4.25	.670	40
In this organization, line managers (HODs) and HR managers participate in the selection process	3.08	1.095	40
Selection system selects those having the desired knowledge, skills and attitude	3.80	.564	40
Vacancies are filled from qualified employees internally	2.88	.911	40

**Source: Field Survey, 2022**

Table 1 represents the item statistics of recruitment and selection practices according to respondents. A mean of 3.98 shows that respondents agree that appointment in their organizations

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is based on merit. Respondents agree that applicants are fully informed about the qualifications required to perform the job before being hired; this is represented by a mean of 4.05. A mean of 2.95 indicates that respondents take a neutral stand as to whether advertisements are used by the banks to recruit. This assertion was further concretized by the revelation that public universities do not often resort to advertisement to recruit because they rely mainly on recommendations mostly from top management and internal means of filling vacancies. Respondents also agree that there is a formal induction, orientation and familiarization process designed to help new recruits understand the organization. This is shown by a mean of 4.25. Again, respondents remained neutral as to whether HODs and HR managers participate in the recruitment and selection processes and this is represented by a mean of 3.08. It comes as no surprise that respondents remained neutral on the issue of involving HODs in the recruitment and selection processes. Represented by a mean of 3.80, respondents agreed that their organization's selection system selects those having the desired knowledge, skills and attitudes. Asked on whether vacancies are filled from qualified employees internally, remained neutral. This could be attributed to the fact that secondment, coaching and mentoring are almost none existent in the institutions leading to the lack of qualified employees to internally fill vacancies. The responses to this question are represented by a mean of 2.88.

**Table 2: Item Statistics of compensation and rewards of Public Universities in Abia State**

Pay for performance improves performance	4.22	.698	40
Employees are rewarded based on performance	3.45	.876	40
Compensation packages encourage employees to achieve organization's objectives	3.75	.588	40
Employees are recognized and rewarded appropriately in this organization	3.42	.594	40
Bonuses are used as a mechanism to reward higher performance	3.82	.747	40
Job performance is an important factor in determining the incentive compensation of employees	3.92	.829	40

**Source: Field Survey, 2022**

Table 2 displays item statistics of compensation and reward practices carried out by the public universities and the perceived outcome of these practices from the viewpoint of respondents. A mean of 4.22 indicates respondents' agreement to the assertion that pay for performance improves performance. Respondents agree that the practice of pay for performance is motivating and brings out the best in employees. It stands to reason that when pay does not commensurate performance there is the tendency for decreasing performance. However, respondents have a neutral stance on whether employees are rewarded based on performance. This is shown by a mean of 3.45. Though respondents agree from all indications that pay for performance improves performance, there is no strong agreement to the practice in reality. A mean 3.75 indicates that managers agree that the kind

of compensation packages offered by their organizations encourage employees to achieve organization's objectives. There is no strong agreement on whether employees are recognized and rewarded appropriately in the selected organizations. This is represented by a mean of 3.42 which therefore means that respondents neither agree nor disagree to the question that employees are recognized and rewarded appropriately in their organizations. The table also shows a mean of 3.82 indicating that respondents agree profit sharing or bonuses are used as a mechanism to reward higher performance. The last item in this category sought to establish whether job performance is an important factor in determining the incentive compensation of employees and the respondents agreed that it does. This is represented by a mean of 3.92.

### Test of Hypothesis

The hypotheses raised for this study were tested using multiple regression analysis.

**Table 3: Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.729 <sup>a</sup>	.530	.501	.54719

a. Predictors: (Constant), Recruitment & Selection, Compensation

**Table 4: ANOVA<sup>a</sup>**

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	22.239	4	5.560	18.569	.000 <sup>b</sup>
	Residual	19.761	66	.299		
	Total	42.000	70			

a. Dependent Variable: Organizational Performance

b. Predictors: (Constant), Recruitment & Selection, Compensation

**Table 5: Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients	Standardized Coefficients		T	Sig.
		B	Std. Error	Beta		
1	(Constant)	.085	.480		.178	.860
	Compensation	.638	.106	.632	6.032	.000
	Recruitment	.115	.111	.134	1.040	.302

a. Dependent Variable: Organizational Performance

## DISCUSSION OF FINDINGS

Table 3 shows ( $F = 18.567$ ;  $R^2 = 0.729$ ;  $P < .01$ ). The results indicate that the organizational performance of public universities in Abia state is predicated by the variables recruitment and selection and compensation with a coefficient of determination of 72.9% ( $R^2 = 0.729$ ). Thus, implying that these variables significantly account for 72.9% variation in organizational performance of public universities in Abia state. The remaining 27.1% is as a result of other factors outside the model which were depicted as  $U_t$  (error term).

Table 4 and 5 demonstrate that HRM practices (Recruitment and Compensation) have a significant influence on the organizational performance of public universities. Moreover, compensation ( $\beta = 0.632$ ,  $T = 6.032$ ,  $P < .01$ ) is a critical independent predictor of organizational performance, while the impact of recruitment and selection ( $\beta = 0.134$ ,  $T = 1.040$ ,  $Pns$ ) was sure, yet inconsequential. A plausible clarification for this could be on the grounds that selection procedures are for the most part dependent on internal decisions of the management. The outcome is integral to the past discoveries by Obasan, (2012); Fanny (2009); Tiwari, (2012) and Mansour, (2010). Mohammad (2012); Ding and Akhtar, (2006) and Kotey and Slade, (2007) who avowed that the HRM Practices has a significant relationship with the performance of the employees and the organization at large.

## SUMMARY, CONCLUSION AND RECOMMENDATIONS

This section provides the summary of the findings of the study, conclusions drawn from findings and recommendations based on the findings. The study examines the impact of selected HRM practices on organizational performance of public universities in Abia state. Responses from both managerial and non-managerial staff indicate similar and, in some cases, divergent views on HRM practices in the universities. Though research has established concretely that HRM practices have positive impact on employee productivity leading to improved organizational performance, public universities, from evidence gathered are yet to benefit from the proper management of their human resources and even when they do, it is just minimally.

It is evident from the research findings that public universities in Abia state recruit from two sources; internal and external sources. Recruitment from external sources though very often is given little advertisement or none at all. On the other hand, internal recruitment which requires filling vacancies through promotions, transfers and upgrading is used by these universities as a means of selecting employees to fill vacancies. These activities are centralized and line managers (HODs) have little or no role to play in the recruitment and selection process of these public universities. It is worth noting that most appointments are based on merit in these organizations. The respondents claimed that as a practice, employees are rewarded based on performance, but the research proved otherwise. Pay for performance as a driver for improved performance, is gradually seeping into the compensation and rewards practices of public universities in Abia state. This aspect of HR is a centralized activity carried out at the ministry of education.

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Studies have extensively shown that the proper management of human resources through sound and effective HR practices, policies and programmes can positively improve organizational performance. This research found nothing to the contrary. Should public universities resort to the proper management of their human resources, a great impact would be made on organizational performance. Recruitment and selection which is the first process any well-meaning organization resorts to in acquiring human resources is fundamental to organizational performance. It was found from the research that when people with the desired skills, knowledge and attitudes are performance improves as a result of maintaining a committed, motivated and high performing workforce.

### **Recommendations**

1. From all indications, the implementation and the management of human resources by non-HR experts has damaging implications. It was found out that HR functions like recruitment and selection were left in the hands of the management and this opens the recruitment and selection processes up to nepotism, cronyism and favouritism. Starting with recruitment and selection, it is recommended that people HR expertise with the help of line managers (HODs) are made to carry out these activities so that people with the appropriate skills, attitudes and knowledge are hired. This will ensure professionalism and institutionalism in the activities of public universities.
2. Furthermore, the research revealed that there is an overwhelming support for pay for performance from both employees and heads of departments. It is recommended that management/government should endeavor to link pay to performance. This type of compensation structure is known to ensure fairness, eliminate conflicts and tension and propel employees to higher performance.

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