

Human Resource Management and Staff Productivity in Colleges of Education in North Central, Nigeria

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Abstract

This study investigated the influence of human resource management on staff productivity in Nigerian Colleges of Education in North Central. This study adopted the descriptive survey research design. The population of the study comprised of all the 13 public Colleges of Education in the North Central, Nigeria. All the non-academic staff of these institutions served as total population of the respondents. The study made use of purposive sampling technique to select seven (7) Colleges of Education. That is, three (3) Federal Colleges of Education and four (4) State Colleges of Education. Proportional sampling technique was used to select 10 percent non-academic staff each from the seven selected Colleges of Education making three hundred and thirty eight (338) sampled respondents. Data collected through self designed questionnaire titled 'Human Resource Management and Staff Productivity Questionnaire (HRMSPQ)' was analyzed using T test, Pearson Product Moment Correlation and Multiple Regression. All the hypotheses were tested at 0.05 level of significance. The results from the analysis revealed that there was significant difference in the productivity of male and female staff. Staff training ($r = 0.200$, $p < 0.05$) and staff promotion ($r = 0.221$, $p < 0.05$) also had significant relationship with staff productivity. The study concluded that both staff training and staff promotion could jointly influence staff productivity with a great extent. The study recommended that the College Management should ensure constant job orientation training for staff and improve the promotion criteria and the benefits that staff receives on promotion.

Keywords: Human resources, Staff training, Staff promotion, Staff productivity

Introduction

Every organisation is set up to achieve its mandate through effective and efficient utilisation of available human and material resources. Staff which is part of human resources refers to entire group of employees who work in organization. Staff productivity is a metric that is calculated based on the amount of goods and services produced within a stipulated time and it is a key indicator of overall organisational efficiency. It is useful for comparing the efficiency of different organisations. In Nigerian Colleges of Education, human resource (staff) can be classified as academic and non- academic staff. Human resource simply represents the skills, knowledge, abilities, etc which make it possible for people to efficiently do their work and create value. Owoyemi, Elegbede and Gbajumo-sheriff (2011) opined that human resource represents the human factor in the organisation. It encompasses the knowledge, skills, competencies and attributes embodied in individuals that facilitate the creation of personal, social and economic well being. According to Saraswathi (2010) human capital or resource constitutes the most important aspect of an organization to the extent that an organisations performance and resulting productivity are directly proportional to the quantity and quality of its human resource.

Sheahan (2018) stated that productivity is the driving force behind an organisation's growth and profitability and organisational performance is a major multidimensional construct aimed at achieving results and has a strong link to strategic goals of an organisation. Human resource is very important, as the backbone of every organization. It is the organisation's main resource. So organisations invest huge amount on the human resource capital because the performance of human resource will ultimately increase the performance of the organization. People invest in education in order to increase their stock of human capabilities which can be formed by combining instinctive abilities with investment in human beings. Examples of such investments include expenditure on education, on-the-job training, health, staff participation, staff promotion and nutrition

Resource management focuses on the total utilisation of scarce resource such as man, machine, money, materials etc in order to achieve pre-determined organisational objectives. In the course of utilising resources, a manager is involved in the basic function of planning; directing, organising and controlling of all the resources mentioned above, man is the most important because he is needed to activate the other resources and thus the main instrument for the attainment of the objectives of the organisation. Human resource management is a staff function. The state, society and country or even schools may need more or fewer employees and managers from time to time. Human resource management process is an ongoing procedure that tries to keep the organisation supplied with the right people in positions in when they are needed. Thus, all activities of any enterprises or country are initiated and determined by the people that make up that institution's plants, offices, computers, automated equipments, and all other resources that a country uses may be unproductive except for human effort and direction.

Employees are considered as major assets of an organization. Therefore, organisation should invest in its employees with the hope of getting returns on the investment through their employees' productivity. Employee productivity, also called workplace productivity, is an assessment of an employee's or a group of employees' efficiency. It is evaluated by looking at the total workforce or employee output in a given time. In most cases, the productivity of an individual will be assessed in comparison to the average output of other employees doing similar work. Productive employee, particularly one who is rewarded for his hard work can motivate other employees, boosting morale and making a better environment for the company as a whole. When employees are productive, it can increase the organisation's revenue, and in turn, an organisation may choose to offer incentives to its employees. Failing to reward a productive staff can de-motivate the whole team. If an organisation shares some of its success with employees in the form of pay raises, bonuses and improved benefits, employees can become more motivated which can lead to increased revenue and can result in the organization growing and bringing on more employees(Harness, 2018)

Nigerian Colleges of Education as formal organisations charged with the responsibility of producing highly efficient, effective, and conscientious classroom teachers can only achieve their mandates through effective human resource management policy. This is because human resource is unique and the only active factor of production that combines other production inputs to obtain the desired outputs. Hence human resources need to be well managed through properly articulated human resource development policies and procedures such as staff training and staff promotion.

Statement of the Problem

Ineffective performance of staff has been a major concern to every organisation and staff productivity is a major determinant of organisational performance. Some lapses such as negligence of duty, lateness, and inefficiency, all of which cumulatively lead to poor job performance have been observed among various categories of staff. A lot of factors have been adduced to the low staff turnover and employees' ineffective performance in various tertiary institutions such as inadequate funding, inadequate infrastructural resources, inadequate equipments, lack of motivation, e.t.c but the problem of human resource management such as irregular job orientation training, irregular promotion, lack of job autonomy, inadequate staff participation etc seems to be a strong argument for low staff productivity in various tertiary institutions. When organisation is contributing toward staff development activities and is rewarding performance through regular promotion, the staff tends to work hard, utilise their full skills and efforts to achieve the goal of the organization. Hence this study was designed to investigate the influence of human resource management (staff training and staff promotion) on staff productivity in Nigerian Colleges of Education in North Central.

Purpose of the Study

The main objective of this study was to investigate the influence of human resource management on staff productivity in Nigerian Colleges of Education in North Central. Specifically the study sought to:

- i. examine the difference in the productivity between male and female staff in Colleges of Education in the North Central, Nigeria
- ii. examine the influence of staff training on staff productivity in the Colleges of Education in North Central Nigeria.
- iii. investigate the influence of staff promotion on the productive capacity of staff in the Colleges of Education in North Central Nigeria
- iv. investigate the joint influence of staff training and staff promotion on staff productivity in Colleges of Education in the North Central, Nigeria

v. Research Hypotheses

The following hypotheses were formulated and tested

- H₀₁:** There is no significant difference in the productivity between male and female staff in Colleges of Education in the North Central, Nigeria.
- H₀₂:** There is no significant relationship between staff training and staff productivity in the Colleges of Education in North Central, Nigeria.
- H₀₃:** There is no significant relationship between staff promotion and productive capacity of staff in the Colleges of Education in North Central Nigeria.
- H₀₄:** There is no significant joint relationship between staff training, staff promotion and staff productivity in the Colleges of Education in North Central, Nigeria.

Review of Related Literature

Concept of Human Resource Management

Human Resource Management is a distinctive approach to employment management which seeks to achieve competitive advantage through the strategic development of a highly committed and capable workforce using an integrated array of cultural, structural and personnel techniques. Human resource management is elastic and it covers a range of applications that varies from books, society and organizations. (Storey, 2001). America Management Association (2006) defined human resource management as a strategic, coherent and comprehensive approach to the management and development of the organization's human resources in which every aspect of that process is wholly integrated within the overall management of the organization. Griffith College (2018) saw human resource management as a function within an organization concentrated on recruiting, managing and directing people who work in it. Human Resource Management deals with issues related to compensation, performance management, organization development, safety, wellness, benefits, employee motivation, training and others. Human resource

management plays a strategic role in managing people and the workplace culture and environment. If effective, it can contribute greatly to the overall company direction and the accomplishment of its goals and objectives.

Importance of Human Resource Management

An organization cannot build a good team of working professionals without good Human Resources. The key functions of the Human Resources Management team include recruiting people, training them, performance appraisals, motivating employees as well as workplace communication, workplace safety, and much more. The beneficial effects of these functions are discussed here according to Human Resource Excellence (2018)

Recruitment and Training: This is one of the major responsibilities of the human resource team. The HR managers come up with plans and strategies for hiring the right kind of people. They design the criteria which is best suited for a specific job description. Their other tasks related to recruitment include formulating the obligations of an employee and the scope of tasks assigned to him or her. Based on these two factors, the contract of an employee with the company is prepared. When needed, they also provide training to the employees according to the requirements of the organization. Thus, the staff members get the opportunity to sharpen their existing skills or develop specialized skills which in turn, will help them to take up some new roles.

Performance Appraisals: Human resource management encourages the people working in an organization, to work according to their potential and gives them suggestions that can help them to bring about improvement in it. The team communicates with the staff individually from time to time and provides all the necessary information regarding their performances and also defines their respective roles.

Maintenance of Work Atmosphere: Maintaining work atmosphere is a vital aspect of human resource management. This is because the performance of an individual in an organization is largely driven by the work atmosphere or work culture that prevails at the workplace. A good working condition is one of the benefits that the employees can expect from an efficient human resource team.

Managing Disputes: In an organization, there are several issues in which disputes may arise between the employees and the employers. You can say conflicts are almost inevitable. In such a scenario, it is the human resource department which acts as a consultant and mediator to sort out those issues in an effective manner. They first hear the grievances of the employees. Then they come up with suitable solutions to sort them out. In other words, they take timely action and prevent things from going out of hands.

Developing Public Relations: The responsibility of establishing good public relations lies with the human resource management to a great extent. They organize business meetings, seminars and various official gatherings on behalf of the company in order to build up relationships with other business sectors.

Staff Training and Staff Productivity

Agwu and Ogiriki (2014) reported that there is positive significant relationship between training and development and increased employees' motivation/commitment and productivity. Improvement in employees' skill, attitude and behavior has different impact on the organizational performance. The process of development aimed at increasing employees' have direct impact on their attitude i.e. motivation, commitment and satisfaction which will ultimately leads to efficient and effective organizational performance. Staff training and development is one of the most important functions of human resources management and it means to develop the skill and ability of an individual staff and organization as a whole. When organization is contributing toward staff development activities, the staff tends to work hard, utilize their full skills and efforts to achieve the goal of the organization. (Hammed & Waheed, 2011).

Staff Promotion and Staff Productivity

Gathungu, Iravo and Namusonge (2015) **carried a** study which sought to assess the effect of promotion practices on the employee commitment in the banking industry in Kenya. Data were collected through a self-administered questionnaire from employees in different commercial banks. Correlation results reveal that promotion had a weak relationship with commitment at $r = 0.291$, $p < 0.001$, at the 0.01 level of significance. Further analysis revealed that promotion had a negative and significant relationship with commitment (Beta = -0.022, at $p > 0.05$). The study divided the target population into two groups, those on contract and permanent employees. The results indicated that promotion had a significant relationship with commitment for contract ($p = 0.000$) while for permanent employees, there was no significant relationship ($p = 0.443$). The study concluded that, there is need to improve the promotion criteria and the benefits that employees receive on promotion. Further, there is need to base promotion on merit in order to motivate employees' performance and productivity.

Methodology

This study adopted the descriptive survey research design. This enabled the researcher to investigate the relationship between independent variable-human resource management (staff training and staff promotion) and dependent variable (staff productivity) of Colleges of Education in the North Central, Nigeria. The population of the study comprised of all 3375 non-academic staff in the thirteen government (public) Colleges of Education in the North Central Geo-political zone of Nigeria. The study made use of purposive sampling technique to select seven (7)

Colleges of Education. That is, three (3) Federal Colleges of Education and four (4) State Colleges of Education. Proportional sampling technique was used to select 10 percent non-academic staff each from the seven selected Colleges of Education making three hundred and thirty eight (338) sampled respondents. Data used for the study were collected using the researcher's self designed questionnaire titled 'Human Resource Management and Staff Productivity Questionnaire (HRMSPQ)'. The instrument had sections A and B. Section A contained the personal/demographic data of the respondents while section B contained structured statements to sample the opinion of staff on the extent of human resource management in terms of staff training and staff promotion influence staff productivity. The face and content validity of the instrument was ascertained by presenting the **instrument** to experts in the field of Educational Management in the Department of Educational foundations, Federal College of Education (Special), Oyo. The thorough scrutinizing and checking of the instrument by the experts in the field of Educational Management ensured its clarity, relevance and un-ambiguity and thereby measured accurately what it was supposed to measure. The reliability of the instruments was ascertained through Cronbach's alpha in the SPSS with reliability coefficient of 0.841.

Results

338 copies of the questionnaire were administered to staff but 322 (95.3%) questionnaires were returned while 16(4.7%) questionnaires were not returned. The total number of questionnaires that were retrieved from the field was 322 which were used for data analysis.

H₀₁: There is no significant difference in the productivity of male and female staff in the Colleges of Education in North Central, Nigeria.

Table 1: Difference in Productivity between Male and Female Staff

	Gender	N	Mean.	Std.Deviation	Df	R	T	P
Staff_Productivity	Male	143	31.11	3.831	320	.359	1.556	.207
	Female	179	30.55	2.592		.374		

Source: Field work

The *p* value of .207 is not significant at 0.05 level of significance with *r* value of .359 and *t* value of 1.556 ($p > 0.05$). This showed a non significant difference in the productivity between male and female staff. The null hypothesis is therefore accepted while the alternative hypothesis is rejected. The conclusion is that there is no significant difference in the productivity of male and female staff in Colleges of Education in North Central, Nigeria.

H₀₂: There is no significant relationship between staff training and staff productivity in the Colleges of Education in North Central, Nigeria.

Table 2: Relationship between Staff Training and Staff Productivity

		Correlations	
		Staff Training	Staff Productivity
Staff Training	Pearson	1	.200
	Correlation		
	Sig. (2-tailed)		.000
	N	322	322
Staff Productivity	Pearson	.200	1
	Correlation		
	Sig. (2-tailed)	.000	
	N	322	322

**. Correlation is significant at the 0.05 level (2-tailed).

Source: Field work 2024

The *p* value of .000 is significant at 0.05 level of significance with *r* value of .200 ($p < 0.05$). This showed a positive relationship between staff training and staff productivity. The null hypothesis is therefore rejected while the alternative hypothesis is accepted. The conclusion is that there is significant relationship between staff training and staff productivity in Colleges of Education in the North Central, Nigeria.

H₀₃: There is no significant relationship between staff promotion and staff productivity in the Colleges of Education in North Central, Nigeria.

Table 3: Relationship between Staff Promotion and Staff Productivity

		Correlations	
		Staff Promotion	Staff Productivity
Staff Promotion	Pearson	1	.221
	Correlation		
	Sig. (2-tailed)		.000
	N	322	322
Staff Productivity	Pearson		1
	Correlation	.221	
	Sig. (2-tailed)	.000	
	N	322	322

**. Correlation is significant at the 0.05 level (2-tailed).

Source: Field work 2024

The *p* value of .000 is significant at 0.05 level of significance with *r* value of .221 ($p < 0.05$). This showed a positive relationship between staff promotion and staff productivity. The null hypothesis is therefore rejected while the alternative hypothesis is accepted. The conclusion is that there is significant relationship between staff promotion and staff productivity in Colleges of Education in the North Central, Nigeria.

H₀₄: There is no significant joint relationship among staff training, staff promotion and staff productivity in the Colleges of Education in North Central, Nigeria.

Table 4: Regression Analysis Showing the Joint Relationship between Staff Training, Staff Promotion and Staff Productivity in the Colleges of Education in North Central, Nigeria

Model Summary						
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate		
1	.245 ^a	.065	.059	3.113		

Predictors: (Constant) Staff Training and Staff Promotion

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	213.511	2	106.755	11.015	.000 ^b
	Residual	3091.769	319	9.692		
	Total	3305.280	321			

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	23.813	1.501		15.863	.000
	Staff Training	.162	.069	.136	2.331	.020
	Staff Promotion	.215	.074	.170	2.903	.004

Source: Field work 2024

The result from hypothesis four with p value of .000 and .020 for staff training and staff promotion respectively at 0.05 level of significance revealed significant joint relationship among staff training, staff promotion and staff productivity.

Discussion of Findings

The result from hypothesis one with p value of .207 is not significant at 0.05 level of significance with r value of .359 and t value of 1.556 ($p > 0.05$). This showed a non significant difference in the productivity between male and female staff. The null hypothesis is therefore accepted while the alternative hypothesis is rejected. The conclusion is that there is no significant difference in the productivity of male and female staff in Colleges of Education in North Central, Nigeria. The results from the analysis revealed both male and female staffers were able to get their work done at the right time, accomplish tasks within the stipulated time, perform their primary assignment with little or no supervision and render community services as expected. This result is in line with the finding of Olorunsola (2012) who reported from his study on job performance and gender factors of administrative staff in South-west

Nigeria Universities that there was no significant difference in the job performance of male and female administrative staff.

The result from hypothesis two with p value of .000 is significant at 0.05 level of significance with r value of .200 ($p < 0.05$). This showed a positive relationship between staff training and staff productivity. The null hypothesis is therefore rejected while the alternative hypothesis is accepted. The conclusion is that there is significant relationship between staff training and staff productivity in Colleges of Education in the North Central, Nigeria. The results revealed that training and development through job orientation training, conference attendance, workshop attendance, opportunity for further studies and periodic staff evaluation could enhance staff productivity. This result is in line with the findings of Agwu and Ogiriki (2014) who reported a positive significant relationship between training and development and employees' productivity. Improvement in employees' skill, attitude and behavior has different impact on the organisational performance. Hammed and Waheed (2011) also supported this results by stating that staff training and development is one of the most important functions of human resources management and it means to develop the skill and ability of an individual staff and organisation as a whole.

The result from hypothesis three with p value of .000 is significant at 0.05 level of significance with r value of .221 ($p < 0.05$). This showed a positive relationship between staff promotion and staff productivity. The null hypothesis is therefore rejected while the alternative hypothesis is accepted. The conclusion is that there is significant relationship between staff promotion and staff productivity in Colleges of Education in the North Central, Nigeria. The analysis of the responses from the respondents revealed that annual increment associated with steps and getting promotion at the stipulated time could improve staff productivity while using double standard for promotion capacity and basing promotion on availability of vacancy could frustrate staff and hinder their productive. This result corroborated with the findings of Gathungu, Iravo and Namusonge (2015) that carried out a study on the effect of promotion practices on the employee commitment in the banking industry in Kenya. Their study divided the target population into two groups, those on contract and permanent employees. The results indicated that promotion had a significant relationship with commitment for contract ($p = 0.000$) while for permanent employees, there was no significant relationship ($p = 0.443$). The study concluded that, there is need to improve the promotion criteria and the benefits that employees receive on promotion. Further, there is need to base promotion on merit in order to motivate employees' performance and productivity.

The result from hypothesis four with p value of .000 and .020 for staff training and staff promotion respectively at 0.05 level of significance revealed significant joint relationship among staff training, staff promotion and staff productivity. The results presented the value of $R = .245$, $R \text{ square} = .065$ and adjusted $R \text{ square} = .059$ (model summary) and ANOVA table. The result from the

table showed multiple correlation of .245 between dependent and independent variables. This implied that independent variable variables could influence the staff productivity with a great extent. The adjusted R square of .065 was an indication that the independent variables accounted for 5% of the total variance observed. The observed variance was statistically significant at $F(df=2, 319) = 11.015, p < 0.05$. This was an indication that staff training and staff promotion significantly jointly influence staff productivity in the Colleges of Education in North Central, Nigeria.

Conclusion

Based on the results of data analysis regarding the human resource management (staff training and staff promotion) and staff productivity in Colleges of Education in North Central, Nigeria, it was concluded that both staff training and staff promotion had significant relationship with staff productivity in the Colleges of Education in North Central, Nigeria. The study also concluded that both staff training and staff promotion could jointly influence staff productivity with a great extent.

Recommendations

Based on the result and conclusion, the following recommendations were made

1. The College Management should ensure regular job orientation training for both male and female staff and encourage them to participate in the conferences and workshop.
2. *The Government and College Management should improve the promotion criteria and benefits that staff receives on promotion to enhance staff productivity.*

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