

Impact of Human Resources Management Practice on Employee Performance: A Case Study of University of Ibadan, Nigeria

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Abstract: The main objective of this research is to study the relationship between human resources management practices and employee performance in University of Ibadan. The study adopted the use of quantitative research approach, case study research design and positivism research philosophy. Data was collected from 238 employees in the University of Ibadan. The data collection process was carried out with the use of Google Forms online software and the simple random sampling technique was also adopted. Employee performance was the dependent variable while the independent variables are five selected HRM practices and they include training and development processes, compensation and benefits, career development, performance management and wages and salaries. The adopted the use of multiple regression analysis to test the five formulated hypotheses. Prior to the hypothesis testing, Cronbach's Alpha Reliability test was adopted to test the reliability of the scales adopted. The study made use of six scales. The result of the reliability test showed that the scales have high reliability. The result of the hypotheses test showed that training and development processes, compensation and benefits, career development, performance management and wages and salaries all have significant role in improving employee performance. Employee Performance, Compensation and benefits, Career Development and Wages and Salaries was found to have the highest impact followed by training and development and performance management. The study implied that HRM practice must be taken into consideration at all times and the effectiveness of HRM is been able to focus on all the major aspects of HRM practices. The management of Human resources must be effectively taken into consideration at all times.

Keywords: *Employee Performance, HRM Practices, Compensation and Benefits, Training And Development, Career Development, Performance Management and Wages and Salaries.*

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I. INTRODUCTION

A. Background of the Study

In today's business climate, the need for competent employees who are focused on giving their best to help meet the objectives of organizations is paramount. The competitive nature of doing business requires organizations to have employees who are not just competent but highly motivated to work and be innovative. Hee and Jing (2018) argued that organizations all over the world are taking intentional steps towards maximizing performance of their employees, increase their productivity and at the same time, instigate innovation.

Organizations have also adopted internal processes which are targeted at keeping employees happy based on the fact that employees are the most important factor that improve organizational performance apart from leadership and leadership practices and styles which are adopted by organizations. Tabouli et al (2016) in a recent study opined that having the right employees which have the needed skills based on their assigned work and are highly motivated and managed is crucial the increased performance of organizations. In another related study, Ojo et al (2021) implied that having the right employees at right time and with the right skills and competences is vital to survival and

performance of an organization and also, the ability of organizations to maintain it. Contributions of employee to organizational performance is eminent in all organizations in both develop and developing countries. Also, employees contribute to performance in both private and public organizations. Both researchers and practitioners emphasized on contributions of employees as panacea to organizational performance. Therefore, employee performance (EP) is critical to organizational performance. In continuation, EP is perceived by organizations in different ways. EP may be through in-role job or innovation (Khoreva & Wechtler, 2018; Muñoz-Pascual & Galende, 2017).

Based on previous studies, several factors have been investigated to be a reason for low performance of employees (academic staff) in universities and this factors include lack of adequate remuneration, poor comprehensive reward systems and in many cases, absence of employee training, work burnout and many more (Nura, 2014). According to Salua et al. (2020), the performance of employees in various universities and institute of higher learning is directly dependent on the ability of organizations to provide different incentives and conditions to work; be it financial or non-financial incentives.

B. Research Problem

Hence, there is a need to improve employee performance in order to improve the performance of the organization. According to Hee and Jing (2018), employees are critical factor that improve organizational performance and the ability to adequately manage them increases the rate of increase performance from the employees. As is seen in many universities in Nigeria, Human resources practice have been found to be poor and this has been found to have negative effect on employee performance (Gile *et al.*, 2018).

According to a study carried out by Ojo et al (2021) in University of Ibadan, Nigeria, there is high level of poor employee retention and also high levels of employee turnover in the institutes and this is due to lack of adequate financial and non-financial incentives and poor HRM practices in the institute. The rate of employee turnover is at 10 out of 20 employees in the university are thinking of leaving the university (Ojo et al, 2021).

C. Aim and Research Objectives

The main objective of this research is to study the relationship between human resources management practices and employee performance in University of Ibadan. Specific objectives for this study are as follows:

- To examine the relationship between training and development and employee performance in University of Ibadan

- To examine the relationship between compensation and benefits and employee performance in University of Ibadan.
- To examine the relationship between career development opportunities and employee performance in University of Ibadan
- To examine the relationship between performance management and employee performance in University of Ibadan
- To examine the relationship between timely wages and salaries payment and employee performance in University of Ibadan

II. LITERATURE REVIEW

➤ Employee performance

Employee performance is explained as the use of experiences, abilities, skills and knowledge to execute assigned task by employer or development and application of new and original ideas and practices (Al_Qudah et al., 2014). The concept of employee performance is also defined as the process of how employees in organization carry out and fulfil their assigned work in an organization and most importantly, the way in which the assigned work is executed (Diamantidis and Chatzoglou, 2018). In recent times, the concept of employee performance is hinged on two major aspects and they include in-role job and innovative performance (Khoreva & Wechtler, 2018).

- **In-role job performance** – This form of employee performance according is defined as specified and necessary activities based on an employee's job description that are approved, assessed, and rewarded by the organization (Khan et al, 2021). According to Fu et al (2015), the role of in-role job is focused on ensuring predictability of work behavior in order to coordinate and control basic organizational work to achieve organizational objectives. The form of employee performance is focused on assessing the extent as which employees perform the duties which are required for the work that has been assigned to them. Lopez-Carbacos et al (2022) stated that in-role performance contains out of tasks which are part of their job assignments.
- **Innovative job performance or out-role performance** – Unlike in-role job performance of employees, this form of employee performance is the deliberate generation, promotion and insight of new idea during work role, group or organization for the purpose of benefiting performance, group or organization (Lopez-Carbacos et al, 2022). Innovative of out-role job performance entails challenging and complex assignments and involves diverse cognitive and social actions that include generation, promotion, discussion, modification and implementation of creative ideas (Khan et al, 2021). This type of job performance focuses on development and application of new and original ideas and practices. Muñoz-Pascual and Galende (2017) and Fu *et al.* (2015) posit that innovative job

performance faces resistance as a result of new changes incorporated which poses insecurity and uncertainty.

➤ *Factors Associated to Employee Performance*

In many organizations, employees are directly or indirectly affected by different factors and these factors affects the way in which employee carry out their overall job assigned to them. These factors include training and development (Karim et al, 2019), employee engagement (Amjed et al, 2021), organizational culture and structure (Mohsen et al, 2020; Nosike et al, 2021), leadership and leadership style (Muhammed and Peter, 2016) and motivational factors (Okine et al, 2021). According to Karim et al (2019), training and development programs which are carried out by organizations can help employees build on strengths and address deficiencies identified in their performance reviews. The role of training and development on employee performance is high based on the fact that it helps employees in building up their competencies, help employees in getting new skills and also helps in effective change management (Sohail et al, 2014). There is a direct correlation between employee performance and the training and development. One of the major factors which is associated with employee performance is the measure of work engagement based on the work assigned to employees. According to Amjed et al (2021) who inferred that work engagement is the measure or degree to which employees invest their cognitive, emotional and behavioral energies towards various positive organizational outcomes. The authors stated that employee work engagement is crucial to the overall performance of employees based on the notion that the level by which employees are engaged with their assigned work determine the level of performance they will provide (Amjed et al, 2021). Another important factors associated with employee performance are organizational culture and structure.

➤ *HRM Practices*

Essa and Orra (2020) stated that HRM practices are the core functions of HRM in an organization. These core functions are what the strategic management process is known aside from other secondary functions. The core HRM practices include recruitment and selection, performance management, learning and development, succession planning, career development and compensation and benefits (Nwakpa, 2019). These practices of HRM are those that helps in empowering employees to be productive and effective.

- **Recruitment and selection** – This is the process of actively seeking out and advertising to potential candidates and obtaining their interest in the position which is under consideration (Essa and Orra, 2020). It focuses finding candidates for vacant positions which are suited for the advertised job. The process is systematic and detailed based on the need to get employees that is suited for the organization and aligns with the goals and vision of the organization. The process of selection involves getting the best candidate from a pool of many applicants (Nwakpa,

2019). This is the first and arguably the most important practice of HRM.

- **Performance management** – This process focuses on managing employees towards consistently performing effectively. Essa and Orra (2020) stated that performance management is the process of ensuring that set of activities and outputs meets and organization's goals in an effective manner. Based on the evolving function of HRM, performance management is not limited to employees alone but the entire organization (Ojo et al, 2021). It is the function of HRM to clarify job responsibilities, priorities, performance expectation and development planning which are aimed at optimization the performance of employees and organizations.
- **Learning, training and development** – This is another major function and practice of HRM. Hee and Jing (2018) stated that the is aimed at providing employees with the skills and knowledge needed to grow in their respective roles with the major aim of helping the organization to grow. Learning can be carried out in different ways by HRM and they include orientation, onboarding, technical skills and development, soft skills development, products and service training, quality training, safety training and team training. Essa and Orra (2020) stated that is used to help employees grow and increase their competencies.
- **Succession planning** – Succession is an important function of HRM because there is always a need to promote employees based on the expiration of the tenure of another employee. Hassan (2016) stated that succession planning is the process of identifying the critical positions within an organization and developing actions and plans for individuals to assume the positions. It is the function of HRM to carry out the process of succession planning with different heads of departments and leaders in the organization. Hee and Jing (2018) stated that the process of succession planning is carried out in four stages and they include implementing a solution, assessing key roles, identifying employees with the skills and potential (talent identification) and creating and implementing developmental plans.
- **Career development** – HRM help in planning the career development of employees. This is another core function of HRM and it is carried out through communicating with employee based on their personal and career goals and providing processes which can help employees to meet these goals (Hee and Jing, 2018).
- **Compensation and benefits** – This process focuses on the development of payment plans for employees based on work which have been carried out. This is one of the core practices and functions of HRM. Hassan (2016) stated that HRM help in designing rewards systems; be it total reward or comprehensive reward; which is aimed at compensating employees based on work which have been done. Essa and Orra (2020) stated that the use of compensation and benefits is based on their motivational impact and their ability to increase employee performance. HRM plan work

compensations and benefits for employees and also effect payment of employees based on work done.

➤ *Relationship between HRM practices and Employee Performance*

• *Training and Development and Employee Performance*

Employee training and development is arguably one of the most important functions of HRM in modern times. The need for continuous and constant employee training and development provides a basis for continual increase and consistency in employee performance and it is the prerogative of HRM to carry out this function (AL-Rawahi, 2022). When employees are continually trained based on different changes in the business environment, newer technologies, newer work strategies and other aspects of work, there will be increased performance from employees which constitutes to increase organizational performance (Nmadu et al, 2020).

H1 = There is a positive relationship between Training and development processes and employee performance in University of Ibadan

• *Compensation and Benefits and Employee Performance*

According to Kadir et al (2019) who found out that compensation and benefits play crucial roles in the employee performance process. The author argued that employees work better and are more effective when the compensation and benefit structure in the organization is well-organized and structured. They become less effective when the pay equity is not commensurate to the work they are putting into the organization and this breeds poor employee performance (Adari and Satyanarayana, 2018). Unlike training and development, compensation and benefits have been found to have dual effect on employee performance. Kadir et al (2019) argued that compensation and benefits increases employee performance but the performance is limited or time-bound. The authors further implied that compensation brings about temporary increase in employee satisfaction and in situations whereby the compensation and benefits are not forthcoming or are not coming at the right time, the possible of lowered work motivation and engagement which brings lowered employee performance increases (Ojo et al, 2021).

H2 = There is a positive relationship between compensation and benefits has and employee performance in University of Ibadan.

• *Career Development and Employee Performance*

Zhu and Song (2022) studied the role of provision of career development opportunities for employees and employee performance. The result showed that when employees are provided with career growth opportunities, they are more motivated to work and this motivation, brings about increased performance. Mahfouz et al (2021) suggested that developing tentative plans which are aimed at improving employee future growth helps in increasing the performance of employees. The authors argued that these employees become more engaged

with work, exudes organization citizenship behaviors and are more committed to the organization and their work. One of the most important features of adopting and providing career development opportunities for employees in organization is based on the fact that it has been found to increase employee performance and instigate productive behaviours in employees. Zhu and Song (2022) argued that when the opportunity for career growth is provided for employees, employees become more engaged, more innovative and increase employee loyalty is seen.

H3 = There is a positive relationship between career development opportunities and employee performance in University of Ibadan

• *Performance Management Practices and Employee Performance*

Performance management of employees is one of the many functions and practice of HRM. In a study carried out by Said et al (2021), the authors found out that an effective and well-structured performance management process plays a positive role in employee performance. While performance management tends to focus on achieving goals and improving productivity, it also has a residual effect on employee trust and company loyalty (Santi and Rahim, 2021). Based on this, when organizations become more transparent about the overall organizational goals, employees will have a stronger understanding of the bigger picture and this helps in increasing the performance of employee. Knowledge of what is necessary and the processes involved in carrying out a job goes a long way in determining work performance and productivity. Fang and Layraman (2022) also found out that the optimization of performance management practices brings about improvement in employee performance. The authors suggested that performance reviews should be focused on the contributions of the individual employees to meet the organizational objectives. For every possible opportunity, the manager should formally recognize good employee efforts for enhanced work performance.

H4 = There is a positive relationship between employee performance management and employee performance in University of Ibadan

• *Wages and Salaries and Employee Performance*

The role of salary and wages even though superficial have the same impact like compensation and benefit as regards employee performance. Nagaraju and Pooja (2017) also investigated the role of salary and wages as regards employee performance. The result showed that there is a positive relationship between adequate wages and salary administration and employee performance. The authors also argued that employees with efficient processes in the planning and administration of employee salary and wages are more competent with their assigned work and they show increased levels of work performance. Just like compensation, wages and salaries have dual impact that goes both ways. The positives is that it leads to increase performance but has been

found to wean down after sometime after payment is done (Ileka and Muogbo, 2020).

H5 = There is a positive relationship between timely wages and salaries payment and employee performance in University of Ibadan

➤ Theoretical Framework

The study is based on Vroom's Expectancy theory. The theory of motivation postulates that certain organizational practices which are imbedded in the functionalities of HRM improves employee performance. Zboja et al (2020) stated that the theory is hinged on three perceptions which include valence, instrumentality and expectancy. These three perceptions can influence employee's motivation to perform. Hence, one of the perceptions or trusts of this theory is expectancy.

The expectancy perception/trust is that employees have expectation from their employers which motivates them to perform. Parijat and Baggar (2014) further implied that there is a link between expectancy, effort, and performance. Expectation in respect of expectancy theory focus on goals setting for employees to achieve or practices that motivate employees to perform. This expectation could be training, compensation, supervision or other practices which are

employee's need that motivate them to perform. Hence, expectancy theory believes that organizational practices motivate employee to perform efficiently and effectively to achieve organizational goals. Several studies have employed expectancy theory as underpinning theory in HRM and employee performance research. For example, Chukwuka and Nwakoby (2018) who studied the effect of HRM on retention and performance of employees in insurance company in Nigeria stated that increased expectancy by employers and employees is critical and stimulates work environment and performance. Furthermore, expectancy involves setting realistic and achievable goals, provision of support and training to employees which encourages them to perform (Chukwuka and Nwakoby, 2018). Also expectancy theory have been used to study human resources motivation in higher education and other organizations.

➤ Conceptual Framework

Based on the conceptual framework which have been stated in the sub-chapter above, this study will make use of one dependent variable which is employee performance (EP) and make five independent variables; Training and development, Compensation and benefits, Career development opportunities, Performance management and Timely wages and salaries

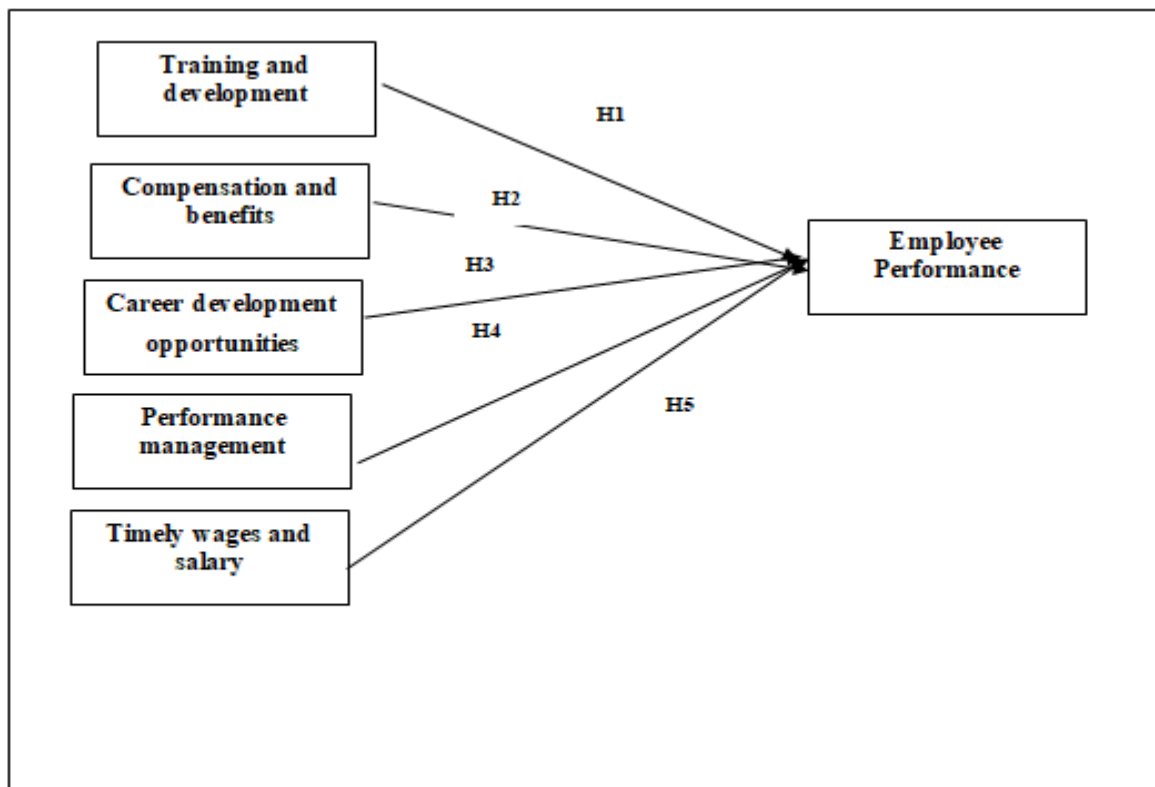


Fig 1: Conceptual Framework

III. METHODOLOGY

A. Approach and Philosophy

Based on this study, the quantitative research approach will be adopted. Creswell (2013) stated that the quantitative research approach deals with numbers, logical reasoning and focus on making meaning to a situation from an objective stance. Furthermore, Cresswell (2009) stated that the research approach can be adopted in finding patterns, averages, making predictions, test casual relationships between different variables and most importantly, the result which is gotten from the relationship and analysis can be adequately generalized to a wider population. Based on the adoption of a quantitative research approach, positivism philosophy and deductive research paradigm was also adopted in this study. Park et al (2019) stated that the positivism research philosophy holds that the only way of understanding an issue is through objective stance and approach and the use of numerical figures.

The authors further stated that the researcher in this situation is an objective analyst which most times dissociate his or her self from interfering in the study but observes and take notes of the processes.

B. Population and Sampling

This study focused on employees in University of Ibadan specifically, academic staff. Thus, population of this study is academic staff who are employees of University of Ibadan. Based on data sourced from University 1,472. Therefore, population for this study is 1,472 employees in University of Ibadan. Next section discuss the sampling frame of the study. The study adopted a simple random sampling technique as the population is homogenous. A simple random sampling is based on the proposition that each individual in the population has probability of being chosen as sample Hirschauer, Grüner, Mußhoff, Becker, & Jantsch, A. (2020). A total of 238 samples were adopted in the study.

C. Data Collection and Analysis

The documents contains the needed information, research objectives and the functions of participants. For the purpose of this research, the questionnaire was uploaded to an online survey tool (Google forms) and the link was sent to participants via one of the National University Commission (NUC) president in Nigeria, he gave me the contacts of the staffs and they were being selected at random. The questions were written in English and all the questions were simplified in order to ensure that all respondent can answer the question well.

D. Techniques of Data Analysis

The study adopted the use of descriptive statistics and multiple regression analysis. descriptive statistics are used in this study to help in explaining the important features of the data in an effort to summarize the measures and sample. Multiple Regression Analysis was adopted based on the need to establish cause-effect relationship between different variables. Uyanik and Guler (2013) stated that the use of the test is based on the need to draw conclusion as to whether or not there is any true relationships between a dependent and independent variable. It is adopted to measure a significance relationship between variables.

IV. DATA ANALYSIS AND DISCUSSION

➤ Analyses of Survey Response

Out of 300 that were sent to the respondents and 238 was returned which showed that the effect worked. However only 238 questionnaires was used for data analyses. This means 79.4% response were valid. Based on the 30% answer rate suggested by Sekaran and Bougie (2013).

Based on the data collected, originally, 238 participated in the study, after data cleaning, none was removed and 238 participants were used. Table 1 depicts the response rate.

➤ Frequency Distribution

Table 1 Survey Response Rate of Questionnaires

| Response | Frequency | Percentage (%) |
|----------------------------|-----------|----------------|
| Distributed Questionnaires | 300 | 100 |
| Returned Questionnaires | 238 | 79.4 |
| Rejected Questionnaires | 0 | 0 |

Source: The Researcher

➤ Descriptive Statistics of the Variables

The descriptive statistics in this study used to test the level of each variable involved based on the stated objectives, this includes employee performance, training and development, compensation and benefits, career development, performance management, wages and salaries. This was computed through mean and standard deviation and (7) points likert scale was used from strongly disagree (SD=1) to strongly agree (SA=7) to measure the items of all constructs of the study.

Table 2 Descriptive Statistics for all Constructs of the Study

| Constructs | N | Min | Max | Mean | SD |
|---------------------------|-----|------|-----|--------|---------|
| Employee Performance | 238 | 2.00 | 7 | 6.0958 | 1.09366 |
| Training and Development | 238 | 2.00 | 7 | 6.0479 | 1.11343 |
| Compensation and Benefits | 238 | 1.63 | 7 | 6.0247 | 1.09785 |
| Career Development | 238 | 1.33 | 7 | 5.9293 | 1.19216 |
| Performance Management | 238 | 2.00 | 7 | 5.8894 | 1.19780 |
| Wages and Salaries | 238 | 1.00 | 7 | 5.4758 | 1.64480 |

➤ *Data Reliability*

For reliability of data, Cronbach Alpha reliability test was adopted. Taber (2017) stated that the adoption of the test is based on the effectiveness in assessing the internal consistency of the different scales. Taber (2018) stated that the test is the measure of internal consistency of scales and how closely related a set of items are as a group/. The author stated that it is the most reliable mode of checking the reliability of scales which are used in a study

Table 3: Cronbach Alpha test

| Variables | Cronbach's Alpha | No of items |
|----------------------------------|------------------|-------------|
| Employee performance | 0.999 | 10 |
| Training and development | 0.998 | 5 |
| Compensation and benefit | 0.999 | 10 |
| Career development opportunities | 0.999 | 5 |
| Performance management | 0.998 | 5 |
| Wages and salaries | 0.999 | 5 |

The Cronbach's Alpha from the reliability result presented above (Table 4.12) was found to be above 0.7, this indicated a satisfactory value (Sekaran, 2003) therefore, employee performance, training and development, compensation and benefit, career development, performance management and wages and salaries showed excellent reliability with Cronbach coefficient of 0.999, 0.998 and 0.999, 0.999, 0.998, 0.999 respectively

➤ *Test of Hypothesis*

Uyanik and Guler (2013) stated that the use of the test is based on the need to draw conclusion as to whether or not there is any true relationships between a dependent and independent variable. It is adopted to measure a significance relationship between variables Mathematically, the multiple regression equation is;

$$y = \beta_0 + \beta_i X_i + \dots + \beta_n X_n + \varepsilon$$

Y = dependent variable;

X = Independent variable;

β = Parameter;

ε = Error

The hypotheses that will be tested include the following;

H1 = There is a positive relationship between Training and development and employee performance in University of Ibadan

H2 = There is a positive relationship between compensation and benefits has and employee performance in University of Ibadan.

H3 = There is a positive relationship between career development and employee performance in University of Ibadan

H4 = There is a positive relationship between employee performance management and employee performance in University of Ibadan

H5 = There is a positive relationship between timely wages and salaries and employee performance in University of Ibadan

Table 4: Model Summary

| Model | | R | R square | Adj R square | Std Error | Change statistics | | | | |
|-------|--|-------|----------|--------------|-----------|-------------------|----------|-----|-----|--------------|
| | | | | | | R square Change | F change | Df1 | Df2 | Sig F change |
| 1 | | 0.731 | 0.509 | 0.501 | 0.603 | 0.431 | 4.322 | 5 | 95 | 0.001 |

Table 5: One-Way ANOVA

| Model | Sum of squares | df | Mean square | F | Sig |
|-------------------|----------------|-----|-------------|-------|-------|
| Regression | 5.981 | 5 | 7.134 | 5.128 | 0.001 |
| Residual | 321.009 | 225 | 1.212 | | |
| Total | 326.990 | 238 | | | |

Table 6: Hypothesis testing

| Model | | Unstandardised coefficient | | Standardised coefficient | T | Sig | 90% confidence interval for B | |
|-------|------------------------------------|----------------------------|-----------|--------------------------|-------|-------|-------------------------------|-------------|
| | | B | Std Error | Beta | | | Lower bound | Upper bound |
| 1 | Constant | 3.201 | 0.322 | | 5.128 | 0.001 | 0.210 | 4.901 |
| | Training and development processes | 0.319 | 0.201 | 0.219 | 2.009 | 0.001 | 1.319 | 5.140 |
| | Compensation and benefits | 0.412 | 0.306 | 0.301 | 2.210 | 0.001 | 1.319 | 5.140 |
| | Career development opportunities | 0.378 | 0.225 | 0.225 | 2.109 | 0.003 | 1.319 | 5.140 |
| | Performance management | 0.401 | 0.289 | 0.278 | 2.100 | 0.002 | 1.319 | 5.140 |
| | Wages and salaries payment | 0.311 | 0.201 | 0.261 | 2.087 | 0.003 | 1.319 | 5.140 |

The (Table 6) above provides the information on the regression and the relationship between the variables. Firstly, the result showed that training and development has positive impact on employee performance with a regression coefficient of 0.319. The relationship between the variables was also found to be significant with a P-value of 0.001 (≤ 0.05). The result also showed that compensation and benefits has positive impact on employee performance with a regression coefficient of 0.412. The relationship between the variables was also found to be significant with a P-value of 0.001 (≤ 0.05). The result further showed that career development opportunities has positive impact on employee performance with a regression coefficient of 0.378. The relationship between the variables was also found to be significant with a P-value of 0.003 (≤ 0.05). Finally, the result showed that performance management and wages and salaries both have positive impact on employee performance with a regression coefficient of 0.401 and 0.311 respectively. The relationships between the variables were also found to be significant with a P-value of 0.002 and 0.003 (≤ 0.05) respectively.

V. DISCUSSION OF RESULT

The result showed that all the hypotheses were accepted. Based on the result, training and development processes, compensation and benefits, career development opportunities, performance management and wages and salaries payment all have significant role in improving employee performance. The result also implied that when HRM practices are carried out in an effective manner any organization, the likelihood of increased performance among employees in the organization becomes very high. The result of the study is in line with other

studies. Nmadu et al (2020) found out that employees are continually trained based on different changes in the business environment, newer technologies, newer work strategies and other aspects of work, there will be increased performance from employees which constitutes to increase organizational performance. Kadir et al (2019) who found out that compensation and benefits play crucial roles in the employee performance process. The author argued that employees work better and are more effective when the compensation and benefit structure in the organization is well-organized and structured. Zhu and Song (2022) argued that when the opportunity for career growth is provided for employees, employees become more engaged, more innovative and increase employee loyalty is seen. Fang and Layraman (2022) also found out that the optimization of performance management practices brings about improvement in employee performance. Santi and Rahim (2021) argued that in a long run, even though performance management practices increases employee performance provides consistency, the process is time consuming, leads o biases and can lead to employee discouragement. Nagaraju and Pooja (2017) found out that there is a positive relationship between adequate wages and salary administration and employee performance. The authors also argued that employees with efficient processes in the planning and administration of employee salary and wages are more competent with their assigned work and they show increased levels of work performance.

VI. CONCLUSION AND IMPLICATION

The main objective of this research is to study the relationship between human resources management practices and employee performance in University of Ibadan. The study adopted the use of quantitative research approach, case study research design and positivism research philosophy. Data was collected from 250 employees in the University of Ibadan. The data collection process was carried out with the use of Google Forms online software and the simple random sampling technique was also adopted. Employee performance was the dependent variable while the independent variables are five selected HRM practices and they include training and development processes, compensation and benefits, career development opportunities, performance management and wages and salaries payment. The adopted the use of multiple regression analysis to test the five formulated hypotheses. Prior to the hypothesis testing, Cronbach Alpha Reliability test was adopted to test the reliability of the scales adopted. The study made use of six scales. The result of the reliability test showed that the scales have high reliability. The result of the hypotheses test showed that training and development processes, compensation and benefits, career development opportunities, performance management and wages and salaries payment all have significant role in improving employee performance. Compensation and benefits was found to have the highest impact with a score of 0.412 followed by performance management. The result of the study showed that with an effective HRM practice within an organization, the likelihood of increase productivity is seen within the organization and among employees. Employee increase performance is directly dependent on many practices which are instituted and engineered by the organization. In Nigeria; especially in the academic sector of the country, employee motivation through an employee focused HRM plays a central role in boosting employee performance in an effective manner.

A. Implications

➤ *Managerial and Practical Implications*

The result showed that the HRM department and the management of the institution in general must start implementing effective HRM practices that will help in boosting employee performance. The result shows that performance is related with motivation to work and were motivation is absence, the likelihood of decrease performance will be seen. The result showed that the management of the organization must focus on employee training and development at all times. Investment must be put into the development of training and development courses which will help in increasing the performance of employees and staffs in the institution. Compensation and benefits was found to be the most important factor to consider. It shows that employees are not adequately compensated for work done and the use of benefits is absent in the organization. The development of a competent total reward system is crucial within the

organization. Other factors to consider include providing opportunities career development and growth, focusing on employee performance management and adopting an effective wages and salaries payment system. By adopting all these, the likelihood of increased improvement in employee performance will be seen.

➤ *Theoretical Implications*

Based on the study, Vroom Expectancy theory was focused on. Expectation in respect of expectancy theory focus on goals setting for employees to achieve or practices that motivate employees to perform. This expectation could be training, compensation, supervision or other practices which are employee's need that motivate them to perform. Hence, expectancy theory believes that organizational practices motivate employee to perform efficiently and effectively to achieve organizational goals. Several studies have employed expectancy theory as underpinning theory in HRM and employee performance research. Based on the result of this study, the expectancy which employees are sure to get from their organization plays a central role in boosting the level of performance from employees. The result of the study justified the postulations of the theory which implies that employees must be sure that they are getting something in return for them to perform in an optimal manner. With organizations taking into consideration the needs of employees through effective/ efficiency HRM practice, the level of employee performance is likely to increase.

B. Limitations and Recommendations

The study is limited by some factors and they include;

- **Sample size** – The study made use of 100. With more increase in data size, increase generalization of the research findings can be adequately carried out.
- **Research approach** - The research approach was hinged on the adoption of quantitative research design. One of the major drawback of the approach is the over-concentration on the use of measurements, numbers and observations in collecting data. These forms of data collection is limited in many ways and they fail to see the subjective and personal point of view of participants. The use of structured questionnaire limited the ability to collect data which is rich and diverse
- **Data collection method** – The data collection process which was adopted by the researcher was the use of online survey which has some limitations. The use of Google forms online survey tool limits the researcher in monitoring the collection of data in an adequate manner.

Based on the above limitations, the following are recommended;

- Adopt increase number of participants in future studies
- Adopt the used of mixed methods research approach in future study. With mixed method approach, data will be collected in two different ways and this will increase the richness of data collected.

- Data collection can be monitored in an effective manner to decrease error in result collection and compilation.
- Management of the organization must focus on employee training and development at all times. Investment must be put into the development of training and development courses which will help in increasing the performance of employees and staffs in the institution.
- Compensation and benefits was found to be the most important factor to consider. It shows that employees are not adequately compensated for work done and the use of benefits is absent in the organization.
- The development of a competent total reward system is crucial within the organization

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