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INFLUENCE OF HUMAN RESOURCE MANAGEMENT PRACTICES ON NON-ACADEMIC STAFF COMMITMENT IN THE UNIVERSITY OF IBADAN

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Abstract

This study investigated the influence of human resource management practices (recruitment and selection, training and development, compensation and benefits, occupational health and safety) on non-academic staff commitment in the university of Ibadan. The study was conducted using the descriptive survey research design. The simple random sampling technique was used to select the respondents which comprised three hundred and sixty-Seven (367) out of four thousand, four hundred and eighty-four(4484) non-academic staff of the University of Ibadan. Data was collected with the use of instrument titled "Human Resource Management Practices (HRMP)" questionnaire with a reliability index of 0.72. Descriptive statistics and Pearson Product Moment Correlation (at 0.05 alpha level of significance) was employed to analyse the data. The results of the study indicated that there was a positive correlation between the independent and dependent variables; recruitment and selection (1.26), training and development (0.22), compensation and benefits (0.15, occupational health and safety (0.23) on non-academic staff commitment. The study recommended that recruitment and selection should be done in line with procedural practices. More training programmes should be organised for non-teaching personnel, compensation and benefits should be fair and timely and the institution should ensure that the environment in which their employees work is conducive to ensure their safety.*

Keywords: Recruitment process, Selection process, staff development, Human Resource Management, Staff, Commitment

Introduction

The commitment of staff in an organisation depends largely on the plans and policies put in place to ensure staffs' dedication to their work. These plans are the human resource management practices which form the foundation and guidance of managing the organisations' staff. In a typical university such as the university of Ibadan, the non-teaching personnel consists of staff across various departments and units such as; works, bursary, librarian, medical, examinations and records, secretaries, messengers, administrative staff, security personnel among other.

Human Resource Management (HRM) practices are critical to the realization of universities objectives. Universities must attract, develop and maintain an energetic work force to support their goals and strategies. High commitment theories suggest that there is a link between certain HRM practices and improved organisational performance. For instance, Anthony, Kacmar and Perrewe (2007), pointed out that committed employees will be more likely to work towards achieving an organisational competitive advantage by showing higher productivity.

The university system requires the services of employees who are competent, motivated, well-trained and can successfully support the university academicians to carry out research in an effective manner in order to achieve the goal and objective of the university both in the local and global environment (Obeidat and Abadallah, 2014)

In attracting an energetic workforce, recruitment and selection as a human resource management practice can be used. Essentially, recruitment and selection involve obtaining and reaching the right people or best talent suitable to fill a particular vacancy in an organisation. The recruitment strategy however, might determine the level of commitment of employed staff. If recruitment process is managed well, it may significantly influence prospective employees' attitudes and behaviours upon being hired (Wilson and Nuwatuhaire, 2018). Hiring and selection measures used by the organisations to ensure highly competent employees feel that they are at the right place and are part of the organisation's family lead the employees to be more committed to the organisation, Caldwell (2004). Here, an employee

gets to know more about the organisation, how the job has been designed, responsibilities and expectations. The level of understanding that prospective staff have about the mission and vision of an organisation, job description, hierarchical structure, terms and conditions in the letter of employment determines how much effort will be put in the work being done, the interview process and on boarding session experience influence their attitudes when hired. How the recruitment and selection process was managed can influence the commitment level of staffs. Therefore, the recruitment process predicts the employees job fit or mismatch. When expectations and contributions of each party (employees and the organisation) match with what the other party had expected, stronger employment relationships follow. Chew and Chan (2008) related human resource practices and organisational commitment with employees from higher education, public sector, health care and manufacturing in Australia as the study sample. Their findings showed that recruitment and selection in terms of person-organisation fit positively affected organisational commitment.

Furthermore, another HRM practice that has a significant impact on staffs' commitment is training and development. Training and development is a developing strategy and investment to the human capital of an organisation. These human capitals who are the people are the major assets and it is important that they feel some level of loyalty from the management and this can come in form of the training and development programs that are available for them to engage in. (Sitienei, Egessa, and Owano, 2015) stated that employees view an effective training experience as an indication that the organisation is willing to invest in them and cares about them, thus, training may enhance their commitment to the organisation. Bartlett (2001) was of the opinion that organisations that are able to create an environment where training is supported and valued by employees will be able to achieve greater commitment outcomes. With the knowledge and experience gotten from training programmes, staff are able to develop new skills which will benefit them and the organisation as a whole. Robinson et al (2004) found that there is link between training and development opportunities for employees with the levels of commitment shown by them after they have received training and development from the organisation. Nkosi (2015) research on the

effect of human resource management practices on employees' commitment in ensuring sustainable performance in the Nigerian Security and Civil Defence Corps, Ilorin found out that there was a strong relationship between training and career development, and employee's commitment.

In attracting, motivating and maintaining talents, another HRM practice that is worthy of note is compensation and benefit. Compensation and benefits refer to rewards given for work done. This reward can be financial or non-financial reward. It is very important that compensation package is commensurable with work done. These compensation packages vary from wages and salary, bonuses, health benefits and insurance, access to annual leave, accommodation, vacation. Compensation is the reason most people seek employment and are willing to work since they will be getting paid for the services they render; the reward gotten from work is what is used to live a meaningful life. According to Burke and Cooper (2004) cited in Nwokocha (2014: 86): when organisations value and reward people, those people are committed to performing well. As a result, the organization accomplishes more and it can reward employees more and attract and retain more talented employees, this leads to even higher organizational performance. A good compensation plan and management gives staff a positive feeling about their job and in situations when these staff know they deserve better than what they are getting, they are not motivated to work, the desire to work in the organisation reduces which will ultimately affect the progress of the organisation. (Kee and Abdullah, 2016) found a significant relationship between financial compensation such as salaries, bonuses, and organisational commitment.

Occupational health and safety is another HRM practice that will be considered in this work. Health according to World Health Organisation (WHO) is a state of complete physical, mental, and social wellbeing and not merely the absence of disease or infirmity. There is a popular saying that a healthy nation is a wealthy nation. This can also be related to an organisation, an organisation that has its staff in the best state of their health will thrive more. Nwagma (2016) noted that a healthy worker is a productive worker and an asset to the organisation while an unhealthy worker constitutes a liability. Therefore, there is the need for management of organisations to promote their staff members

health by implementing different policies and guidelines. An unsafe healthy environment is such where there is poor fire safety measures for emergencies, lack of personal protective tools, no provision for promotion of good hygiene, poor work space, lack of ventilation, lack of resources to promote mental health, absence of first aid kit and unavailability of training on health and safety management. The absence of all these leads to staff not getting motivated to do their work which might have effect on their commitment level and over all, their productivity. The result of the study by Umugwaneza et al, (2019) indicates that exposure of workers to occupational hazards affects their commitment and performance which was consistent to the findings of Dwomoh et al (2013) stated that occupational health and safety brings certain direct benefits as employees get committed and satisfied to the work they are doing, lost time injury frequency rate per man hours through absenteeism is reduced and also the physical and mental trauma resulting from fear of unsafe working environment is reduced.

Through best possible use and application of Human Resource (HR) policies in the organisation, commitment can be encouraged thus leading to better performance, improve staff attitude and lower labour turnover. Effective HRM practices enable employees to contribute effectively and productively towards the attainment of organisational goals and objectives and facilitate overall company mission. The adoption of some of the HRM practices are capable of positively influencing the attitude and performance of employees in the workplace as their commitment to the organisations' value is facilitated by good human relationship at work that is HRM practices create conditions where employees become highly involved in the organisation and work hard to accomplish the organisations goals. An organisation that can boast of committed employees has a greater tendency of higher efficiency which can lead to competitive advantage while an organisation would not get the best of its employees if the employees are not committed. Lack of commitment in staff makes work deteriorating for them as they will not be willing to make use of their initiative or go through an extra length to get work done or achieved.

Statement of the Problem

The lack of staff commitment to work among many non-teaching staff in the university has remained one of the challenges that emanates

among most staff in higher educational institutions (Caldwell, 2004). Furthermore, Nwokocha (2014), reported that nonchalant attitude to work, laxity, mediocrity, and ineptitude seems to be prevalent among most non-staff in Nigerian universities manifested in delayed attendance to clients and students, delay to office, delay or even non timely processing of relevant and important documents for the interest of the system among other gross dereliction of duties. The problem becomes more worrisome as where there are incidences of issuance of certificates with incorrect bio data, missing scores, upgrading of failed grades at result computation level, hiding failed grades and selling of grades in some institutions of learning. Such attitude could have the capacity to contribute to the noticeable fall in the standard of education and rapid knowledge declination currently experienced among Nigerians (Okebukola, 2015; Okojie, 2016).

All of these abnormalities could create dissatisfaction as expressed by most students and stakeholders in university system. Some studies such as Dunmade, , Kadiri, , Aun, , Bello, and Yahaya, (2019); Nwagba (2016) seems to pay little attention to the role played by Human Resource Management practices in enhancing staff productivity of non-teaching staff in the university of Ibadan which this study investigated

Purpose of the Study

The study aims at examining the influence of human resource management practices on non-academic staff commitment in the University of Ibadan, Ibadan, Oyo state.

Hypotheses

Ho1: There is no significant relationship between recruitment and selection on non-academic staff's commitment.

Ho2: There is no significant relationship between training and development on non-academic staff's commitment.

Ho3: There is no significant relationship between compensation and benefits on non-academic staff's commitment.

Ho4: There is no significant relationship between occupational health on safety and non-academic staff's commitment.

Methodology

The study was conducted using the descriptive survey research design. Simple random sampling technique was employed to sample the respondents to ensure that every member of the population has equal chance of being selected. The sample size was calculated using the Slovin's formula. The population target for this study are all non-academic staff in the University of Ibadan and according to the data received by the Human Resources and Development (Non-Teaching), there are four thousand, four hundred and eighty-four (4484) non-academic staff in the University of Ibadan.

$n = N/(1+Ne^2)$ where n is size of sample, N is the total number of population and e is the error of margin.

Therefore, $n = 4484/(1+4484*0.05^2)$

$n = 367.23$

Therefore, the sample size for this study was 367

The study developed and used a Human Resource Management Practices (HRMP) questionnaire which was created in reference to the research questions with a reliability score of 0.72. It was analysed using Pearson product moment correlation coefficient statistics used to determine the reliability coefficient of the instrument. The hypotheses were formulated and tested at 0.05 level of significance.

Results

The results of the study are presented as follows according to the hypotheses generated from the study.

Ho1: There is no significant relationship between recruitment and selection on non academic staff commitment.

Table 1: Recruitment and Selection on Non-Academic Staff Commitment.**Correlations**

		Non-Academic Staff Commitment	
Recruitment and Selection	Pearson Correlation	1	.126 **
	Sig. (2-tailed)		.000020
	N	317	317
**. Correlation is significant at the 0.05 level (2-tailed).			

A Pearson correlation coefficient was calculated for the relationship between recruitment and selection on non-academic staff commitment in University of Ibadan. A positive correlation was found ($r(315) = .126$, $p < .05$) indicating a significant linear relationship between the two variables. Recruitment and selection have positive impact on staff commitment.

Ho₂: There is no significant relationship between training and development on non academic staff commitment.

Table 2: Training and Development on Non-Academic Staff Commitment**Correlations**

		Non-Academic Staff Commitment	
Training and Development	Pearson Correlation	1	.220 **
	Sig. (2-tailed)		.000020
	N	317	317
**. Correlation is significant at the 0.05 level (2-tailed).			

A Pearson correlation coefficient was calculated for the relationship between training and development on non-academic staff commitment in University of Ibadan. A positive correlation was found ($r(315) = .220$, $p < .05$) indicating a significant linear relationship between the two variables. Training and development have positive impact on staff commitment.

Ho₃: There is no significant relationship between compensation and benefits on non-academic staff commitment.

Table 3: Compensations and Benefits on Non-Academic Staff Commitment

Correlations

		Non-Academic Staff Commitment	
Compensation and Benefits	Pearson Correlation	1	.150**
	Sig. (2-tailed)		.000020
	N	317	317
**. Correlation is significant at the 0.05 level (2-tailed).			

A Pearson correlation coefficient was calculated for the relationship between compensation and benefit on non-academic staff commitment in University of Ibadan. A positive correlation was found ($r(315) = .150$, $p < .05$) indicating a significant linear relationship between the two variables. Compensation and benefit have positive impact on staff commitment.

Ho₄: There is no significant relationship between occupational health and safety and non-academic staff commitment.

Table 4: Occupational Health and Safety on Non-Academic Staff Commitment Correlations

		Non-Academic Staff Commitment	
Occupational Health Safety	Pearson Correlation	1	.228**
	Sig. (2-tailed)		.000020
	N	317	317
**. Correlation is significant at the 0.05 level (2-tailed).			

A Pearson correlation coefficient was calculated for the relationship between occupational health and safety and non-academic staff commitment in University of Ibadan. A positive correlation was found ($r(315) = .228$, $p < .05$) indicating a significant linear relationship between the two variables. Occupational health and safety have positive impact on staff commitment.

Discussion of Findings

In line with hypothesis one, which states that, "There is no significant relationship between recruitment and selection on non-academic staff commitment in University of Ibadan", a Pearson correlation coefficient was calculated for the relationship between recruitment and selection on non-academic staff commitment in University of Ibadan. A positive correlation was found ($r(315) = .126$, $p < .05$) indicating a significant linear relationship between the two variables. Recruitment and selection have positive relationship with staff commitment. This finding was in agreement with the findings of Chew and Chan (2008) that related human resource practices and organisational commitment with employees from higher education, public sector, health care and manufacturing in Australia as the study sample. Their findings showed that recruitment and selection in terms of person-organisation fit positively affected organisational commitment.

With respect to hypothesis two, which states that, "There is no significant relationship between training and development on non-academic staff commitment in the University of Ibadan, A Pearson correlation coefficient was calculated for the relationship between training and development on non-academic staff commitment in University of Ibadan. A positive correlation was found ($r(315) = .220$, $p < .05$) indicating a significant linear relationship between the two variables. Training and development have positive impact on staff commitment. This finding is in tandem with the findings of Dunmade et al (2019) research on the effect of human resource management practices on employees' commitment in ensuring sustainable performance in the Nigerian Security and Civil Defence Corps, Ilorin which found out that there was a strong relationship between training and career development, and employee's commitment.

In line with hypothesis three, which states that, "There is no significant relationship between compensation and benefits on non-academic staff commitment in University of Ibadan", a Pearson correlation coefficient was calculated for the relationship between compensation and benefits on non-academic staff commitment in University of Ibadan. A positive correlation was found ($r(315) = .150$, $p < .05$) indicating a significant linear relationship between the two variables. Compensation and benefit have positive impact on staff commitment.

This finding was in agreement with the findings of Kee et al (2016) that there was a significant relationship between financial compensation such as salaries, bonuses, and organisational commitment.

Regarding hypothesis four, which states that, "There is no significant relationship between occupational health and safety and non-academic staff commitment in the University of Ibadan". Pearson correlation coefficient was calculated for the relationship between occupational health and safety and non-academic staff commitment in University of Ibadan. A positive correlation was found ($r(315) = .228$, $p < .05$) indicating a significant linear relationship between the two variables. Compensation and benefits have positive relationship with staff commitment. This finding was in agreement with the findings of Dwomoh et al (2013) which stated that occupational health and safety brings certain direct benefits as employees get committed and satisfied

to the work they are doing, lost time injury frequency rate per man hours through absenteeism is reduced and also the physical and mental trauma resulting from fear of unsafe working environment is reduced.

Conclusion

The achievement of an institution's goal depends largely on the commitment of its staff to which several scholars in personnel management have identified the human resource as the most important capital to any organisation. This has prompted the researcher to study the influence of human resource management on non-academic staff commitment in the University of Ibadan and also to understand the relationship that exist between the variables of the study. From the empirical results, the study therefore concludes as that the level of non-academic staff commitment is low in the University of Ibadan, human resource management practices (recruitment and selection, training and development, compensation and benefits, occupational health and safety) is being implemented for non-academic staff in the University of Ibadan. Also, there was a positive correlation between human resource management practices (recruitment and selection, training and development, compensation and benefits, occupational health and safety and non-academic staff commitment in the University of Ibadan.

Recommendations

The study also found a positive correlation between human resource management practices (recruitment and selection, training and development, compensation and benefits, occupational health and safety on non-academic staff commitment in the University of Ibadan which have implication for policy and practice in the field of educational management and organisational management. In view of this, the following recommendations were suggested:

Recruitment and selection should be done in clear and fair way to improve non-academic staff commitment in the organisation. Recruitment process should be made easy and swift, technology can be infused to make the process faster. Also, the institution should organise more training programs in order to improve the commitment level of non-academic staff with the aims of these trainings being well communicated. More attention should be given to other

developmental programs like mentoring, coaching, personal development, conferences outside the institution.

Compensation and benefits should be fair and timely. Other forms of compensation besides pay such as leave, accommodation, and retirement plan should be given full attention. Management should give value to the contributions that staff makes towards the progress of the goals of the institution. Finally, the institution should ensure that the environment in which their employees work is conducive and up to the expected health and safety standards as recommended by ILO. Active committees should be created in all departments and regular trainings should be done as regards occupational health and safety to ensure the security and safety of non-academic staff.

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