



Business Educators' Perception of Human Resources Management And Job Commitment In Universities In Rivers State

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ABSTRACT

The study investigated Business Educators' Perception of Human Resources Management on Job Commitment in Universities in Rivers State. Two objectives and two research questions guided the study. Two hypotheses were formulated in the study and tested at 0.05 level of significance. The population of the study comprised of 109 Business Educators, the entire population was used for the study. The instrument for the study was structured questionnaire. The instrument was validated by two experts in Business Education and one in Measurement and Evaluation. Pearson Product Moment Correlation Coefficient was used to establish the reliability of the instrument and a reliability coefficient of 0.97 was established, Mean and Standard Deviation were used to answer the research questions while analysis of variance (ANOVA) was used to test the hypotheses. Findings in the study show that good work conditions, provision of research grants, promotion and development of Academics are factors of Job Commitment of Business Educators in Universities in Rivers State. The researcher recommended based on the findings in the study as follows, efficient working conditions such as conducive offices and classroom should be provided by relevant bodies to enhance the job commitment of Business Educators. More Research grants should be provided to enhance research so as to enhance the job commitment of Business Educators, Business Educators should be promoted as at when due by the bodies in charge so as to enhance the job commitment of Business Educators, Regular development of Academics should be encouraged by the authorities in charge so as to enhance the job commitment of Business Educators.

Keywords: Business Educators, Human Resources Management, Job Commitment

INTRODUCTION

Human Resources Management (HRM) creates an enabling environment for effective work delivery in organizations. It is a part of organizational management process that focuses on the management of humans in any organization. A thorough look at this process indicates that human resources are the most essential resources in any organization. This is the reason why most organizations make use of their human resources to make things happen and maximize and actualize set goals. The best assets in any organization are the skilled and competent individuals who need to be managed effectively to ensure job satisfaction and maximum development (Osibanyo, Kehinde & Abiodun, 2012). In any organization the

human resources includes the administrators, managers, academics, secretaries and clerical staff in the organization. These individuals are the manpower in an organization.

Human Resources Management in the educational sector is concerned with major issues which includes the need for staff members to be adequately selected, recruited, inducted, supervised, adequately rewarded, provided for, developed, appraised and promoted on the job, thereby enhancing their commitment and productivity. Work condition involves the nature of the physical environment where individuals (Business Educators) are needed to work in such organization are committed to their job. The prevalent work conditions of an organization play significant roles in how well the organization's goals will be achieved because the level of job commitment of an academic depends highly on their work condition. A favourable work condition enhances the extent of job commitment of Business Educators in Universities (Wadak, 2011).

Research Grants are the various monetary supports that are issued to academics personally or to institutions of higher learning to support various forms of research and development in staff areas of research interest. Most times these research grants are issued for a particular research that requires thorough investigation to ascertain the work cause, effect and provide the needed solution to such problem.

Business Educators are regularly involved in academic development in their profession and other areas in the profession that require maximum attention so that profession can advance from one level to another in line with best global practices. The provision of research grants enhances the job commitment of Business Educators because it helps to promote their advancement in publications which is a requirement for their growth in the profession hence reducing the huge financial burden of publishing in reputable journals (both locally and internationally).

Academic Development is a regular, periodic growth and advancement in the lives of academics (Business Educator) in Universities through seminars, symposia, workshops, trainings, coaching and mentoring programmes. Regular academic development enhances the job commitment in that it keeps Business Educators in Universities abreast with happenings, and developments in their field in line with global best practices all over the world.

Human resources management emphasizes that academic staff members are critical to achieving suitable competitive advantage (Wadak, 2011), Harum, Shaded & Othman (2016) opined that a competent workforce is the ladder to the success of any organization. A happy and well-motivated employee can create a good working environment for the organization, while dissatisfied or non-motivated employees can create disharmony and serious chaos in the organizations where they are working. Traditionally, individuals who are involved in work activities in organizations are being cared for by means of compensation and good working environment. The complexity of human nature makes human resources management very essential. On the other hand, the human resources management practices such as resource practices, job design staff participation and empowerment, team-based production systems, extensive staff development and incentives or compensation have direct and significant influence on the organization's overall commitment. Impact of human resources management practice on staff job commitment has been a widely research area for years (Bustenein, 2013). Higher institutions of learning (Universities) can adopt various human resources management practices to enhance the skills of academic staff as well as motivate them to work better towards achieving high productivity (Dessler, 2008).

Human resources management is a strategic, logical and well organized approach to the employment, development and well-being of individuals working in an organization (Amstrong, 2016). Human resources are the process through which management builds the workforce and tools to create an enabling environment that the organization needs (Boxall & Purcell, 2016). Encyclopedia of Human Resources Management (2018) defined human resources management as the term used to describe formal system designed to manage individuals within an organization. However, it can be seen as the managerial and leadership processes and procedures which enable workers to put in their best efforts in meeting the organizational goals and objectives. The human resources in a university system are diversified in nature and therefore have different needs to attain because the basic goal of every educational system is to

provide quality service, thus, the development of its human resources is essential to attaining a very remarkable success in the university environment. Hence, there is need for a systematic management and development of the academic staff members for effective job commitments and service delivery in universities in Rivers State.

Akpan (2008) opined that a worker whose needs, goals and aspirations are thwarted by the organization, develop feelings of low self-worth, apathetic, disinterested, frustrated and tend to withhold self-commitment to the work. Similarly, workers in the educational institutions are saddled with the responsibility of efficient allocation of resources for optimal profit or improved productivity. They are perceived as intelligent and educated members of the society. Therefore, they reason in diverse ways, unpredictable and more difficult to understand and manage in work settings. Varied social services are performed in educational system which is aimed at achieving personnel institutional goals particularly as educational institutions are recognized as human organizations.

The deteriorating level of staff job commitment in the Nigerian tertiary institutions is fast becoming a serious threat to the survival of universities in Nigeria if not addressed urgently (Ogbulafor, 2011). Thus, managing human resources in higher institutions is not an easy task. If staff members are subjected to work under conditions where are few or no office facilities, promotion, payment of salaries and other entitlements are unduly delayed, denied, where the management and staff relationship is not cordial and there is little or no adequate compensation, the moral of the staff could sag. According to Mowday, Porter & Steers (2013), most employees of today have a high degree of job dissatisfaction which creates attitudes that are undesirable on the job and in turn degenerates their committed abilities. Therefore, the human resources management is saddled with the sole responsibility of managing the staff members for optimal productivity in their task delivery.

Human resources in an organization are key contributors to the achievement of the organization goals, aims or objectives. The most valued assets in any organization are the human resources which are the individuals that work in such organizations. They are involved in the day to day running or operation of the organization. The commitment indices of any organization can be greatly measured by the way the human resources are managed in such organization. Some organizations pay great attention to the management of its human resources so as to increase their productivity and efficiency others do not thus taking their human resources for granted.

The human resources in universities are the employees that carryout the day to day activities in the universities. These employees are individuals that have been trained in various fields of endeavour. These human resources in a university system are of two categories; academic and non-academic human resources. The academic human resources are called academic staff while the non-academic human resources are called non-academic staff. All these work to achieve the objectives of the universities which are to produce manpower for various organizations. The academic staff is directly involved in academic activities ranging from delivery of lecture and other academic activities while the non-academic staff is not directly involved in the academic activities but they are day-to- administration in the universities system (Odo, 2015).

In a universities system, the human resources play immense roles that are geared towards the attainment of the objectives of the university system or organization. How well a university system will go depends directly on how well the human resources in the system operates or manages the activities that they are directly or indirectly involved in. the success of the human resources in achieving their job description amounts to a high level of achievement of the university's objectives and a successful operation of the university system. No university can succeed without these two categories of human resource (Academic and non-academic staff).The effectiveness and optimal delivery of the human resources in a university is also dependent on a number of factors ranging from how their welfare are catered for, the provision of incentives to boost their morale, work relationship with their superiors and other things that can motivate them to put in their best to achieve the university's objectives (Opara, 2011).

The extent to which these human resources are committed to the delivery of their job depends on how well they are managed or organized by the top management in the university system. The management of

these human resources will either increase the moral of these human resources or reduce morale in the work environment. However, when the human resources in a system is effectively managed the outcome will be seen by everyone including those that the outside the university environment, but when the human resources in a university system are not effectively managed the outcome will also be conspicuously glaring to all including those outside the university environment because it will show in their level of job commitment in the university system (Opara, 2011). The job commitment of university employees or human resources depend on how well they are managed by those at the helms of affairs in the university system. Hence, the onus lies on the management of university organization to provide the necessary facilities that can motivate or increase the job commitment of the human resources in the system. Human resources management to great extent increases the commitment and productivity of employees in any organization. Two job commitments of employees to a great extent depend on the effectiveness of the human resource management of the organization through its human resource management department (Odo, 2015).

Job commitment is the extent to which an employee or individual is willing and able to put his or her best in ensuring that organizational goals mission and visions are achieved, it is the extent to which an employee works very hard in ensuring that there are no lapses in his or her unit or department by ensuring that his or her work or job description is out mostly delivered (Atakpa, 2011). Job commitment of an employee is determined by a lot of factors ranging from good work environment, adequate provision of incentives, organizational employee compensation, employee and employee healthy work relationship, employee training and retraining. Employee development on-the-job training and job satisfaction (Atakpa, 2011). Job commitment of human resources in an organization helps in promoting organizational goals, visions and objectives hence putting the organization in the right perspective. However, job commitment of the human resources in an organization also depends on how these human resources are managed which in turn improves or increase their job commitment.

Job commitment is a major requirement from any employee in an organization. Job commitment is triggered in an employee through a number of factors such as the provision of the right incentive that is needed. These incentives includes proper remunerations, conducive work environment, prompt payment of any form of benefit, promotion as at when due, provision of the right work tools that are needed to make the work easier, effective and efficient promotion remittance of benefits (Ezeora, 2010). When incentives are properly disbursed as at when due to an employee, the employee terms to put in his/her best in the job knowing that whatever that is due him/her will be properly taken care of without any form of delay, tampering and deliberate withholding by those at the helms of affairs in the organization.

Employee work condition spurs a worker to put in more of his effort in the department or that where he is working since he knows that his entitlement will never be touch but to be paid in full without any form of delay. When the affairs of an employee is adequately taken care of the employee terms to be more committed in his job compared to an employee whose incentives are not provided at when due (Okoro, 2008). Employee incentives spurs an employee to put in his best at place work haven known that his incentives will be adequately provided to enhance his work and performance level as an employee. The job commitment of an employee lies mostly on the kind of condition given to the employee because different work conditions are needed by different employees at different levels in an organization depending on the level or cadre of such employee. To some employees, their job commitment is tired to either salary, work conditions work environment amongst others while to others it differs. Hence, human resource management requires knowing the right incentive that will increase a workers job commitment at various levels in the organization so as to achieve the organizations objectives (Ezeora, 2010).

The importance of work condition cannot be over emphasized in that it propels the way employees perform their work at their different work place. The work condition of an employee will either inspire the worker to perform his/her job very well or not to perform it very well. Work condition also includes the provision of adequate tools and equipment to enhance the performance of employees in the organization. Good work conditions provides comfort to workers and boast their moral. However, a bad work condition brings frustration and regrets and negative affects the performance of workers at their

various work places. It is important to note that regular payment of salaries of workers will enable them meet their needs and this be stimulated to work harder to achieve organizational goals. Better work conditions such as study leave with pay Christmas bonuses, housing/vehicle loans and health facilities makes the academic staff more comfortable, improves their lifestyles and encourage them to perform their duties better. The variables that motivate workers towards effective job performance are good salary, appraisal, promotion and job security (Oscar, 2015).

Research is a very important aspect of any system because it is aimed developing new things, improving on existing method of doing thing, proffering solutions to existing problems or identified problems in an area of sphere and finding better ways of doing a thing or activities so as to get better results. In an academic or University environment research is the core of the system in that it is aimed at proffering solutions to societal problems so that the students or trainees in the system will be addressed with solution to societal problems and how to handle societal problems that might come up later.

Despite the enormous importance of research, it is also expensive time consuming and highly tasking. The expensive, time consuming and highly tasking. The expensive nature of research eats deep into the pocket of most academics in a university system or other tertiary institutions including Business Educators (Nwankwo, 2012). Any form of relief from the high cost of academic research will greatly influence the job commitment of academic researchers (Business Educators) at the University system because it reduces the pressure on the researcher's salary used in carrying out researches and publishing the findings of these researches in reputable journals (Femi, 2011). The provision of research grants plays a significant role in promoting research in various fields including Business Education because it speeds up and enhances the level of research to be conducted in academic thereby increasing the job commitment of the academic staff. Research grants enhances and increases level of enthusiasm for research because of conducting the research and publishing the finding of the research has been duly catered for due to the research grants provided either through Tertiary Education Trust Fund (TETFUND) or relevant bodies that support research financially.

Statement of the Problem

The world is getting technologically advanced and organizations and educational institutions are getting highly competitive. This competition in the business world has led to organizations employing the best brains in terms of human resources to manage or run the day-to-day activities of the organizations so as to achieve their organizational goals and objectives.

However, the question that comes to mind is, are these individuals (Business Educators) committed to their job and how do these individuals execute their jobs in the workplace?. According to Atakpa (2011), job commitment of Business Educators depends on a lot of factors, ranging from working condition, research grants, promotion and academic development. Business Educators in universities are veritable tools for the promotion of the goals of these universities but how well these human resources are managed is also important. Hence this study intends to find out Business Educators' perception of human resources management and job commitment in universities in Rivers State.

Purpose of the Study

This study investigated Business Educators' perception of human resources management and job commitment in universities in Rivers State. Specifically the study intends to investigate;

1. The extent Business Educators perceive work conditions as a factor for job commitment in Universities in Rivers State
2. The extent Business Educators perceive research grants as a factor for job commitment in Universities in Rivers State.

Research Questions

The following research questions were posed to guide the study

1. To what extent do Business Educators perceive work conditions as a factor for job commitment in Universities in Rivers State?
2. To what extent do Business Educators perceive research grants as a factor for job commitment in Universities in Rivers State?

Hypotheses

The following hypotheses were formulated and tested at 0.05 level of significant.

1. There is no significant difference in the mean responses of Business Educators in Rivers State University, Ignatius Ajuru University of Education and University of Port Harcourt on work conditions as a factor for job commitment in Universities in Rivers State
2. There is no significant difference in the mean responses of Business Educators in Rivers State University, Ignatius Ajuru University of Education and University of Port Harcourt on research grants as a factor for job commitment in Universities in Rivers State

METHOD

A Descriptive Survey research design was adopted in the study. The population of the study consist of 109 Business Educators in the three Universities in Rivers State. The entire population was used for the study since the population was manageable. Two purposes of the study, two research questions and two hypotheses guided the study. A structured questionnaire was used in collecting the data for the study. Mean and standard deviation were used in analyzing the responses of the respondents while analysis of variance (ANOVA) was used in testing the hypotheses formulated in the study at 0.05 level of significance.

RESULTS

Research Question 1: *To what Extent do Business Educators perceive work conditions as a factor for job commitment in Universities in Rivers State?*

Table 1: Data on the Extent Business Educators perceive work conditions As a Factor for Job commitment in Universities in Rivers State.

		RSU(20)			IAUE (57)			UNIPOINT (32)		
		X	SD	REMARKS	X	SD	REMARKS	X	SD	REMARKS
1.	Increment in salary enhances job commitment of employees	3.82	0.38	High extent	3.62	0.36	High Extent	3.51	0.35	High Extent
2	Payment of Bonuses enhances job commitment of employees	3.96	0.39	High Extent	3.77	0.38	High Extent	3.65	0.37	High Extent
3	Proper remuneration enhances job commitment of employees	3.59	0.35	High Extent	3.52	0.35	High Extent	3.49	0.35	Moderate Extent
4	Provision of adequate work tools enhances job commitment of employees	3.91	0.39	High Extent	3.79	0.38	High Extent	3.62	0.36	High Extent
5	Conducive work environment enhances job commitment of employees	3.86	0.38	High Extent	3.79	0.38	High Extent	3.72	0.37	High Extent
6	Promotion as at when due enhances job commitment.	3.83	0.38	High Extent	3.66	0.37	High Extent	3.56	0.36	High Extent
7	Prompt payment of salaries enhances job commitment of employees	3.70	0.37	High Extent	3.69	0.37	High Extent	3.52	0.35	High Extent
8	Payment of accrued benefits enhances job commitment of employees	3.68	0.37	High Extent	2.89	0.29	Moderate Extent	2.76	0.28	Moderate Extent
9	Payment of promotion benefits enhances job commitment of employees	3.79	0.38	High Extent	3.57	0.36	High Extent	3.49	0.35	Moderate Extent
10	Provision of the right machinery enhances job commitment	3.85	0.39	High Extent	3.68	0.37	High Extent	3.52	0.35	High Extent
	Total Mean / SD	37.98	3.78		35.98	3.61		34.84	3.49	
	Grand Mean / SD	3.79	0.38		3.59	0.36		3.48	0.35	

Source: Field Survey, 2020.

Analysis in table 1, showed that; increment of salary, payment of bonuses, proper remuneration, provision of adequate work tools, conducive work environment, promotion, prompt payment of salaries, payment of benefits and the provision of the right machinery enhances job commitment of employees in universities in Rivers State.

Research Question 2: *To what Extent do Business Educators perceive work Research grants as a factor for job commitment in universities in Rivers State?*

Table 2: Data on the Extent Business Educators perceive Research grants As A Factor for Job commitment in Universities in Rivers State.

		RSU(20)			IAUE (57)			UNIPOINT (32)		
		X	SD	REMARKS	X	SD	REMARKS	X	SD	REMARKS
11	Research grants motivates academic staff to embark on effective research	3.84	0.38	High extent	3.76	0.38	High Extent	3.69	0.37	High Extent
12	Research grants promotes collaborative research amongst scholars	3.77	0.38	High Extent	3.71	0.37	High Extent	3.62	0.36	High Extent
13	Research grants relieves academic staff of financial burdens	3.92	0.39	High Extent	3.76	0.38	High Extent	3.66	0.37	High Extent
14	Research grants encourages Business Educators to work harder.	3.67	0.37	High Extent	3.09	0.30	High Extent	3.00	0.30	Moderate Extent
15	Research grants encourages Business Educators to be more committed.	3.62	0.36	High Extent	3.55	0.36	High Extent	3.50	0.35	High Extent
16	Research grants ignites passion for quality research	3.85	0.39	High Extent	3.65	0.37	High Extent	3.60	0.36	High Extent
17	Research grants enhances organizational goals and objectives.	3.68	0.37	High Extent	3.62	0.36	High Extent	3.55	0.36	High Extent
18	Research grants removes barriers to quality research	3.94	0.39	High Extent	3.20	0.32	Moderate Extent	2.82	0.28	Moderate Extent
19	Research grants removes the financial bottlenecks in research	4.00	0.40	High Extent	3.82	0.38	High Extent	3.51	0.35	Moderate Extent
20	Research grants encourages the academic staff of universities.	3.66	0.37	High Extent	3.02	0.30	Moderate Extent	2.85	0.29	Moderate Extent
	Total Mean / SD	37.95	3.80		35.18	3.52		33.8	3.39	
	Grand Mean / SD	3.79	0.38		3.52	0.35		3.38	0.34	

Source: Field Survey, 2020.

The analysis in table 2, showed that research grants motivates academic staff, promotes collaborative research amongst scholars, reduces the huge financial burden of research, and encourages the academic staff of universities.

Hypothesis

Hypothesis 1:

There is no significance difference in the Mean responses of Business Educators on work Conditions as a factor for job Commitment in Universities in Rivers States.

Table 3: Analysis of variance (ANOVA) of Business Educators Responses on work Condition as a factor for job Commitment in Universities in Rivers State

Sources of Variance	Sum of square	Df	Mean sum of square(MSS)	F-ratio	F-critical	Level of sig.	Decision
Between Group	29.5	2	14.75			0.05	
Within group	31.32	27	1.16	-12.7	2.96		Accepted

Source: Field Survey, 2020.

From the analysis in the table 5, the F-ratio is less than the F-critical (F-ratio < F-critical). Thus the hypothesis was accepted. Therefore there is no significant difference in the mean responses of Business Educators on work conditions as a factor for job commitment in Universities in Rivers State.

Hypothesis 2: There is no significance difference in the mean responses Business Educators on research grant as a factor for job commitment in Universities in Rivers State.

Table 4: Analysis of variance (ANOVA) of Business Educators Responses on Research Grants as a factor for Job commitment in Universities in Rivers State

Sources of Variance	Sum of square (SS)	Df	Mean sum of square (MSS)	F-ratio	F-critical	Level of significance	Decision
Between Group	243.9	2	121.95			0.05	
Within group	139.	27	5.15	23.6	2.96		Rejected

Source: Field Survey, 2020.

The analysis in table 5, shows that the F-ratio is higher than the F-critical (F-ratio > F-critical). Thus, the hypothesis was rejected. Therefore there is significant difference in the mean responses of the male and female Business Educators on research grants as a factor for job commitment in Universities in Rivers State.

DISCUSSION OF FINDINGS

The discussion of findings were done according to each research questions posed in the study and the analysis of the data obtained.

Based on the result obtained in table 1, the researcher found that; increment in salary, payment of bonuses, provision of adequate work tools proper remuneration, conducive work environment, prompt payment of salaries, payment of accrued benefits and provision of the right machinery enhances the job commitment of Business Educators. This findings are in line with the view of Ezeora (2010) that proper remuneration, conducive work environment, prompt payment of benefits, promotion as at when due and efficient promotion enhances job commitment of employees. In agreement with the view of Ezeora, Oscar (2015) opined that effective Job Performance, good salary, proper appraisal, promotion and job security enhances job commitment of employees. This influences their behavior in the work environment which will be evident in the way workplace or organizational matters are handled with a view to achieving organizational goals and objectives.

Based on the result obtained in table 2, the researcher found that research grants enhance collaboration amongst scholars, relieves the financial burden of research, enhances hard work, enhances achievement of organizational goals, removes the barriers to quality research, removes financial bottlenecks in research and encourages the academic staff of Universities. This finding is in agreement with the view of Ephraim (2011) that research grants motivates academics to work harder and enhances their service delivery. In agreement with the view of Ephraim, Stone (2013) opined that research grants removes research financial bottlenecks and enhances collaboration amongst researchers.

CONCLUSIONS

Based on the results and findings of this research work, the following conclusions were made; efficient work conditions, provision of research grants to boost research, development of academics and promotion of academics are necessary factors for job commitment of Business Educators in Universities in Rivers State.

RECOMMENDATIONS

Based on the findings in the study, the following recommendations were made;

1. Efficient work condition such as conducive offices and classroom should be provided by relevant bodies to enhance the job commitment of Business Educators.
2. More Research grants should be provided to enhance research so as to enhance the job commitment of Business Educators.

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