



EFFECT OF HUMAN RESOURCE PRACTICES AND INDUSTRIAL HARMONY ON EMPLOYEE PERFORMANCE OF FEDERAL POLYTECHNIC BAUCHI

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ABSTRACT

The study examined the effect of human resource practices and industrial harmony on employee performance in the Federal Polytechnic, Bauchi. A descriptive survey research design with cross-section was adopted and data were collected through questionnaire by means of hand-delivery method. Sample size of 291 were drawn from the population of 1,238 respondents using Krejcie and Morgan table (1970). The population consist of all academic and non-academic staff of the institution. In addition, 174 questionnaires (60% of the sample size) were further distributed in 2023 due to low response from the first distribution.

Introduction

The success of a nation nowadays depends largely on its ability to train high quality human capital that can compete in the global arena. Economic growth and development of a country like Nigeria is tied to quality of workforce molded from its higher institutions of learning. One of these institutions is the Nigerian polytechnics established and mandated to equip world-class technician with the technical and vocational skills (Lawal & Agueyi, 2017). The success of actualizing the goals of Nigerian education of becoming a great and dynamic economy depends to some extent on the performance of the employees of such institutions. However, the performance indicators of academic and non-academic employees in the polytechnics, is becoming more worrisome among the general public. The performance of teaching staff in the Nigerian polytechnics is defined in terms of effective teaching, supervision, research and publication, innovation and community services (Abba & Mugizi, 2018). The non-teaching staff on the other hand provide supportive duties that ensures smooth functioning of their academic counterparts.

With regards to the substance of research output, it was discovered that the researches from Nigerian Polytechnics staff were not effective compared to their university staff counterpart. This could be as a result of the minimal attention given to the polytechnics when compared to that of the universities. They are seen as inferior to the universities, as more value is placed on the degree awarded by universities than that of the polytechnics (Ogunkoya et al., 2020). Despite the poor TETFund interventions through research grants, most lecturers from polytechnics were unable to access such funding because the quality of research papers they submitted were judged inadequate (Lawal, 2021).



Data was collected in two waves independently from the respondents. First, 290 responses were collected in 2019 and the addition 116 were returned in 2023. The demographic data were added to the initial research model to examine its effect on employee performance. Path analysis was used to test the four hypotheses which was facilitated by SmartPLS 3. After controlling the effect of working experience, the result revealed a positive and significant effect of recruitment on employee performance. Secondly, result found a significant and positive effect of selection on employee performance among staff of Federal Polytechnic Bauchi, thirdly, the study did not reveal a significant effect of absence of strike on employee performance, finally, the study revealed a significant and positive effect of low grievance on employee performance. As such, the study concludes that human resource practices, that is, recruitment, selection; industrial harmony, that is, low grievance; were very relevant in influencing employee performance in the Federal Polytechnic, Bauchi. Based on the findings, the study recommends that Federal Polytechnic Bauchi should focus on building strong recruitment, selection procedures as that would improve their employee performance. The findings from this study have yielded fruitful results that would have implications for managerial decisions in the institution.

KEYWORDS: Human Resources practice, Harmony, Employee performance.

On the part of non-teaching staff, there were incessant complaint on the service delivery (Oweh, 2021). For example, delays in processing administrative documents have cause many students and staff to missed life time opportunities. There were cases of academic staff dismissal as a result of malpractices ranging from sexual harassment, illegal issuance of certificates and so on (Bakam, 2021). Akinsolu (2005) defines Human Resources Management (HRM) as a management function in which managers' recruit, select, train and develop organization members. Thus recruitment, selection process should be properly managed so that an organization does not run the risk of not meeting its personnel requirements and consequently affecting the execution of the overall goals and objectives of the organization. The raging battle between the federal government and polytechnics staffs, that is the three domestic unions (that is the Academic Staff Union of Polytechnics [ASUP], Senior Staff Association of Nigerian Polytechnics [SSANIP], and Non-Academic Staff Union of Education and Associated Institutions [NASU]) is a pointer to buttress this assertion. This industrial crises/disharmony in the most institution is one of the key derivors of the polytechnic staff performance to be far below expectation (Kinyili, 2015). There has been the problem of poor recruitment, selection, non-payment of allowances and compensation, short fall in salary in the Nigerian Polytechnics within 2016 to 2020. The sector has witnessed several industrial actions. Nigerian educational institutions have experienced disharmony, instability and other forms of industrial conflict. This situation has resulted in low performance among employees in the schools especially industrial action. According to Enyi (2001), most Nigerian tertiary institutions have experienced a series of crises emanating from poor human resource practices by the management of the institutions. Udejah (2001) notes that when the appropriate organ does not provide the required information, substitute communication develops in the form of rumors, gossip and falsehoods. These, in turn, have the potential to generate conflict within the institution Specifically, recruitment and selection processes in many public sector organizations in Nigeria today are determined more by



political, religious and ethnic considerations, rather than the right fit for organizational survival and effectiveness (Okeke-Uzodike & Subbau, 2015; Osawe, 2014). This leads to poor recruitment, wrong selection decisions and consequently, affects industrial peace of the institutions. In addition, performance appraisal (PA) exercises tend to be viewed as annual routines, characterized by focus on improper measures, inaccurate measurement. Most public sector businesses have failed because of consequent inefficient and ineffective performance appraisal system (Esu & Inyang, 2009; Omusebe et al., 2013). This suggests that the potential of the exercise to increase employee performance and organizational growth is under-explored.

Managers, administrators and other stockholders both in public and private business suffered a great loss in their organizational performance in the wake of poor human resource management practice and industrial harmony. For instance, ASUP Strike in the year 2006, 2009, 2013, 2015, and 2018 has caused distortion on the academic calendar of the entire polytechnic in Nigeria, the window dressing by Polytechnics Management leading to back door recruitment in the wake of IPPIS capture, the non-payment of polytechnic minimum wages arrears due to spillover effect of the 2019 IPPIS recruitment scandal (Office Of Accountant General Of the Federation of Nigeria, 2020), thereby affecting the performance of the Polytechnic institution in Nigeria. Similarly, Nigeria Polytechnic graduates Index has dropped and employment rate stood at about 36.26% between 2015 and 2019 which is also an indication of a drastic fall on the employee performance of the institutions resulting from improper human resource management practice and industrial harmony crisis (Iyortsuun, 2020). In view of this, it is clear that the Polytechnics in Nigeria faced a series of both human resource management practice and industrial harmony challenges within these periods.

As long as the academic and non-academic staff union and employer (government) are at variance in belief and philosophy, there is bound to be industrial dispute between the two. The action and counteraction of the academic staff union in recent years have shown recalcitrant attitude of the federal government towards the past agreement; conditions of service, salaries and allowances, poor funding of schools against the United Nations Educational, Scientific and Cultural Organization (UNESCO) benchmark of 15% to 20% (UNESCO, 2021), integration of polytechnic academic staff payroll had led to frequent industrial action by the unions. These unions have resulted to employment of strike as the last resort to balance the power between their staff and the government when the bargaining and consultation failed to yield desirable result. Implying that the only language understood by the government is strike action. The counteraction of the academic staff unions to actions and inaction of the government is not self-centered but incited by the quest to resuscitate the acclaimed fall in Nigeria education standard. The specific evidence to this fact is the agitation by ASUP between 2013 and 2014 which includes improvement and provision of educational infrastructure in our dilapidated tertiary institutions; fulfilling 26% budgetary allocation to education as prescribed by UNESCO (2021) so that Nigeria education system would be able to turn out the graduates that are capable of taking up the task of national development and become globally competitive.

Although the collapse of the higher institution of learning which caused huge losses to students and other stakeholders was attributed to spillover effect of the human resource management practice, industrial harmony global financial, the failure of government to resolve the long agreement signed with ASUP to provide necessary signal that could have aided the government and management on the performance of the polytechnic sector has raised questions on human resource management practice and industrial harmony in place among the polytechnics in Nigeria. Theoretically, human resource management practice is considered as prerequisite for performance (Luthans & Summer, 2005).



Accordingly, universalistic theory is also referred to as the best practice model, which assumes that there is a set of superior/best Human Resources Management (HRM) practices, and that adopting them will inevitably lead to superior employee performance, manifested in improved employee attitudes and behaviours, lower levels of absenteeism and turnover, high levels of skills and therefore higher productivity, enhanced quality and efficiency.

Human resource management practice which are the set rule for recruitment and selection and by implication such practices may be distorted by industrial disharmony (Sholokwu & Olori, 2016). The effect of such distortion may be high in the institution of learning that is characterized by poor human resource management practice and industrial disharmony as Polytechnic in Nigeria and as such the distorted human resource management practice and industrial harmony will lead to poor employee performance.

There are arguments that human resource management practice over time failed to meet with the employee performance and industrial disharmony which invariably affect performance of the institution of learning in Nigeria (Akuh, 2016). However, our knowledge of how human resource practices and industrial harmony influenced the performance of academic and non-academic in polytechnics is not well documented. On this premise, the current study was set out to examine the effect of human resource practices and industrial harmony on employee performance in the Federal Polytechnic Bauchi.

LITERATURE REVIEW

Empirical Literature Review

Recruitment and Employee Performance

Mahmood et al. (2021) examine the relationship between HRM practices and performance of employee to be tested in Punjab police, Pakistan. The sample size in this study is 368 respondents that consist of inspectors and sub-inspectors of Punjab Police Department in Pakistan. Data was collected using questionnaire and analysis using SmartPLS. From the result it was discovered that job rotation, training and development, compensation, career planning, and performance appraisal have a positive affect to employee performance in Punjab Policy department, Pakistan. Based on our findings, it was suggested that the policymakers to provide more intensive compensation to employees, optimizing job rotation, implementing training and development, provide appropriate career planning, and making advance performance appraisal in order to improve the performance of Punjab police employees in Pakistan.

Sholokwu and Olori (2016), investigated on management practices and industrial harmony in oil and gas firms in Rivers State, Nigeria. The study examined the relationship between management practices and industrial harmony in the oil and gas firms in Rivers State. Sample size of 343 were derived using Taro Yamane formula from the population of 2400 respondents that consist of managers and employees in 12 oil and gas firms in Rivers State. Descriptive survey method of research is adopted and data were collected through questionnaire. The demographic data were analyzed using simple percentage and Mean score were used in the analysis of items on the questionnaire. The Spearman's Rank Correlation statistical method was used to test the seven hypotheses at 0.01 level of significance which was facilitated by Statistical package for Social Sciences (SPSS) software. The results revealed a significant positive relationship between Management practice and Industrial harmony. It was also found that organizational culture significantly moderates the relationship between managerial practices and industrial harmony in Oil and Gas Companies in Rivers State. Therefore, the study concludes that Management practice affects Industrial harmony in Oil and Gas Companies in Rivers State. Based on the findings, the study recommended that Oil and Gas Companies should embark on good management



practices by implementing collective agreement, reducing casualization of staff and to develop a promotion policy, to fewer incidences of strike and grievances to attain industrial harmony. However, this research is not exhaustive; hence, it suggests that future research should be carried out on the effect of Staff casualization practices on industrial harmony in manufacturing firms in River's state.

Selection and Employee Performance

In this section empirical evidence supporting the selection practices on organizational performance has been presented. However, only few studies are undertaken, of which most of them are not on the banking industry. Alsughayir (2014) in Asian context, specifically in Saudi Arabian organizations with 270 samples got 92.9% respond rate, SEM techniques were used in the data analysis, the result found recruitment and selection positively significant to Organizational Performance. Beh and Loo (2013) in Asian context, specifically in Malaysian insurance companies 312 samples were used in SPSS tool for multiple regression analysis considered in testing the relationship between recruitment and selection and OP, result confirmed that selection positively related to Organizational Performance.

Terpstra and Rozell surveyed over 200 firms in order to determine the relationship between these selection techniques and the following measures of firm performance: annual profit, growth in profit over 28 a five-year period, growth in annual average sales over a five-year period, and a composite or overall performance measure. The study did not use actual accounting data but instead asked respondents to report profit, profit growth, and sales growth in terms of percentage ranges. Nonetheless, these measures correlated highly with accounting data obtained for a subsample of over 60 of the firms in the survey. The results of the study provide strong evidence that these selection tools can have a positive impact on firm performance

Absence of Strike and Employee Performance

Mayomwa (2015) examined industrial conflict and its management strategies in selected manufacturing companies in Lagos State, Nigeria. The study utilized co-relational survey method which involves the use of structured questionnaire and personal observation to elicit information from the respondents. Participants comprised of staffs of three manufacturing companies in Lagos, Nigeria. Multistage sampling technique was employed in selecting the respondents from the three manufacturing companies under the study. The data collected were analyzed using descriptive statistic including tables, frequency counts, and percentages as well as mean scores. The findings revealed that the causes of conflict in manufacturing companies in Lagos State, Nigeria include poor means of communicating grievances to top managers, unfavorable economic and industrial policies, poor employee compensation and welfare among others. Therefore, this study concluded that managers should combine strategies such as bargaining, collaboration and avoidance when dealing with industrial conflict to maintain cordial and productive labour-management relationship.

The extent to which the strike action has affected academic performance of business education students in ABU, Zaria; and to assess the perception of students about incessant strikes on academic performance of Business Education in ABU, Zaria. The study adopted descriptive survey research design. The result shows that incessant strikes by lecturers have a resultant effect on the academic performance of the students of business education programme in ABU, Zaria.

Low Grievance and Employee Performance

Grievance refers to any genuine or imaginary feeling of dissatisfaction or injustice which an employee experiences about his job and its nature, about the management policies and procedures which are



expressed by the employee and brought to the notice of the management and the organization (Juneja, 2018). According to Juneja (2018), grievance lower employees morale and efficiency, and when unattended to, result in frustration, dissatisfaction, low productivity, lack of interest in work, absenteeism, Importance of Grievance Procedures The potential of grievances is always present at work. There is hardly any firm that can operate without one form of grievance or the other.

Ukonu and Gideon (2016), investigated the role of national industrial court in sustaining harmony in Nigerian health sector: A case of university of Abuja teaching hospital. The main objective is to examine the role National Industrial Court (NIC) has played in sustaining harmony in Nigeria health sector while the specific objective is to examine the role National industrial Court has previously played and can still play futuristically to enhance the desired industrial harmony in University of Abuja Teaching Hospital, the entire health sector and other sectors of the economy. This study concludes, that the role of National Industrial Court in sustaining industrial/organizational harmony especially in the health sector cannot be over emphasized. Basically, industrial harmony is requisite to economic growth, development and industrial advancement in any economy. As such, whether in the instances of inter union disputes or in the demesnes of employee and employer relationship, NIC has risen to the challenge to extinguish the rising tensions that might have escalated out of proportion in UATH as well as other institutions. Most of the previous work that used HRM practices as predictors of employee performance used variables such as staff retention (Kinyili, 2015), oranzizational development (Ugoji, 2013), and so on. It did not combine HRM practices like recruitment, selection, with industrial harmony variables such as absence of strike, and low grievances. In addition, the studies were found to be conducted in the manufacturing industry, public health institutions, public and private institutions, gas and oil company, banking sector, telecommunication sector and a host of other sectors, while some were carried out in Port Harcourt Rivers state, while others are from foreign countries, developed and developing countries. None was carried out in the Nigerian polytechnic, let alone the Federal Polytechnic Bauchi. Therefore, this study would fill this contextual gap.

Research Framework

The control variables are gender, age, qualification, and working experience.

Independent Variables

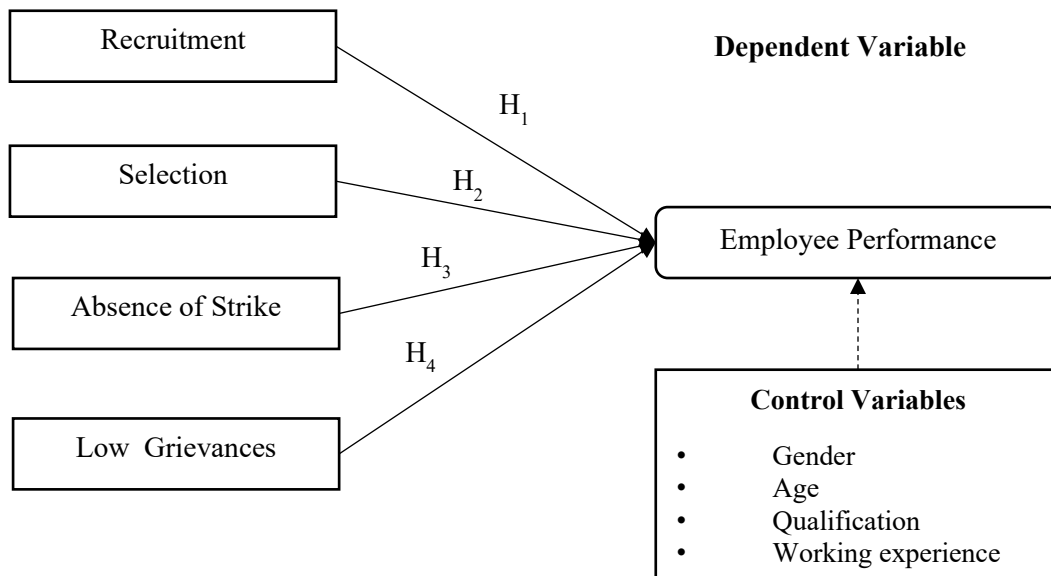


Figure 1: Research Framework



METHODOLOGY

Research Design

The research design for this research takes the form of a descriptive survey using cross sectional data. It was used because of its requirements to collect data from a wide range of subjects to elicit acceptable generalization. The population of this study comprises of all the academic and non-academic staff of the Federal Polytechnic, Bauchi for the period of 2019. A total of 1,238 comprising 798 academic staff and 440 non-academic staff (Federal Polytechnic Bauchi Establishment Unit, 2019) therefore formed the total population for this study. Initially, the sample size of two hundred and ninety-one (291) was arrived at using the Krejcie and Morgan (1970) Table as shown in Appendix. As a results low response rate, the researcher resorts to over-sampling by 60% of the study sample size which is within the threshold as recommended by Salkind (1997). The sampling procedure used in this study was stratified random sampling and stratified random (grouping into strata) sampling technique.

DATA PRESENTATION, ANALYSIS AND INTERPRETATION

Data Presentations

Descriptive Statistics of the Variables

This section is primarily concerned with the descriptive statistics for the variables used in the study. Descriptive statistics in the form of means, minimum, maximum, standard deviations, excess kurtosis, and skewness for the all the study items were generated using the SmartPLS 3. As earlier stated, all the items of the main variables used in the study are measured using a five-point Likert scale anchored by 1 (Strongly disagree) to 5 (Strongly agree). While, dummy variable (0s and 1s) were generated for the demographic variables.

Table 4 shows that all the items have adequate and above average mean with a moderate standard deviation (SD).

Table 5: Descriptive statistics of variables

	Minimum	Maximum	Mean	Standard Deviation
Employee Performance	1.00	5.00	2.8420	0.8735
Recruitment	1.00	5.00	3.2309	0.8376
Selection	1.00	5.00	3.3537	0.8632
Absence of strike	1.00	5.00	3.6738	0.8534
Low Grievance	1.00	5.00	2.8095	0.9985

Source: Survey Data, 2019 & 2023

Employee performance as a dependent variable of the study has a Mean of 2.8420 and SD of 0.8735. This shows that the variable has adequate mean and SD values, the mean is above the rule of thumb cutoff point of 2.5 (Kerlinger, 1986) when using 5 points Linkert scale, while the SD, is not up to 1.0. This implies that the respondents agreed with the items of the construct under study.

Recruitment has a Mean of 3.2309 and SD of 0.8376. This shows that the variable has adequate mean and SD values, the mean is above the rule of thumb cutoff point of 2.5 when using 5 points Linkert scale, while the SD, is not up to 1.0. This implies that the respondents agreed with the items of the variable, recruitment



Selection has a Mean of 3.3537 and SD of 0.8632. This shows that the variable has adequate mean and SD values, the mean is above the rule of thumb cutoff point of 2.5 when using 5 points Likert scale, while the SD, is not up to 1.0. This implies that the respondents agreed with the items of the variable, selection. Absent of strike has a Mean value of 3.6738 and SD of 0.8534. This shows that the variable has adequate mean and SD values, the mean is above the rule of thumb cutoff point of 2.5 when using 5 points Likert scale, while the SD, is not up to 1.0. This implies that the respondents agreed with the items of the variable.

Low Grievance has the highest mean value of 2.8095 and the least SD value of 0.9985. This shows that the variable has adequate mean and SD values, the mean is above the rule of thumb cutoff point of 2.5 when using 5 points Likert scale, while the SD, is not up to 1.0. This implies that the respondents strongly agreed with the items of the variable, compensation management.

Hence, based on this result it can be said that the human resource practices and industrial harmony in this study have a strong antecedent to employee performance in Federal Polytechnic Bauchi.

Hypotheses Testing

In this section of the chapter, all the hypotheses formulated in chapter one are tested using path analysis. Structural path coefficients stand for the hypothesized relationships among the model constructs. Hair et al. (2017) suggested that when using PLS-SEM, standard bootstrapping procedure with 5,000 subsamples be used. The significance of the path coefficients for the first sub-model was ascertained using a one-tail test at 5% significance level. Table 9 shows results of hypotheses testing in their alternate form.

Table 10: Hypothesis Testing

Path	Path Coefficient	Standard Deviation (STDEV)	t-value	p-values
H ₁ Recruitment -> Employee Performance	0.169	0.048	3.524	0.001
H ₂ Selection -> Employee Performance	0.421	0.046	9.143	0.001
H ₃ Absence of Strike -> Employee Performance	-0.086	0.055	1.551	0.062
H ₄ Low Grievances -> Employee Performance	0.090	0.046	1.941	0.028
Gender -> Employee Performance	-0.017	0.039	0.420	0.338
Age -> Employee Performance	0.066	0.059	1.112	0.134
Qualification -> Employee Performance	0.115	0.133	0.867	0.194
Working Experience -> Employee Performance	0.117	0.043	2.749	0.004
R Square	0.392			
R Square Adjusted	0.380			

Hypothesis One

The first hypothesis (H₁) is stated as recruitment has significant relationship with Employee Performance. The path analysis result suggests a positive and significant effect of recruitment on employee performance in Federal Polytechnic Bauchi. The output in Table shows a standardized



coefficient of 0.169, with t -value of 3.524 and p -value of 0.001. Furthermore, by having p -value less than 0.05, it means that the result reaches statistical significance. It was therefore concluded that recruitment has positive and significant effect on employee performance among staff of Federal Polytechnic Bauchi. Hence, the alternative hypothesis was accepted that recruitment has positive and significant effect on employee performance in Federal Polytechnic, Bauchi.

Hypothesis Two

The second hypothesis (H_2) is stated as selection has positive and significant effect on employee performance. The path analysis result suggested a positive and significant effect of selection on employee performance in Federal Polytechnic Bauchi. The output as shown in Table 9 revealed a standardized path coefficient of 0.421, with t -value of 9.143 and p -value of 0.001. Furthermore, by having p -value less than 5% (that is, below 0.05), means that the result reaches statistical significance. Based on this, it was concluded that selection has positive and significant influence on employee performance among staff of Federal Polytechnic Bauchi. Therefore, hypothesis two (H_2) was accepted.

Hypothesis Three

The third hypothesis (H_3), which stated that absence of strike has no positive and significant effect on employee performance in Federal Polytechnic Bauchi.” Path analysis result suggested that there is no positive and significant influence of absence of strike on employee performance in Federal Polytechnic Bauchi. This was clearly shown from the output in Table 9 that absence of strike had an insignificant p -value of 0.062, which is above the threshold of 5% (0.05) significance level. Hence, was concluded that absence of strike has no significant influence on employee performance among staff of Federal Polytechnic Bauchi. Hence, H_3 was rejected.

Hypothesis Four

The fourth hypothesis (H_4) states that low grievance has positive and significant effect on employee performance in Federal Polytechnic Bauchi. The result of path analysis suggested a positive and significant effect of low grievance on employee performance in Federal Polytechnic Bauchi. The output in Table 9 shows a statistically significant standardized path coefficient of 0.090, with t -value of 1.941 and p -value of 0.028. Furthermore, by having p -value, which is less than 0.05, means that the result reaches statistical significance. In other words, based on the outputs, it was concluded that low grievances has a positive and significant influence on employee performance among the staff of Federal Polytechnic Bauchi. Therefore, H_4 : is accepted that low grievance has significant influence on Employee Performance in Federal Polytechnic, Bauchi.

Conclusion, in the context of this research, the construct that measures human resource practices and industrial harmony, except absence of strike were found to be significant on employee performance among staff of Federal Polytechnic Bauchi-Nigeria.

In addition, the path analysis result in Table 9 also revealed that out of the four control variables (gender, age, qualification, and working experience) used in the study, only the path coefficient of working experience was statistically significant at 5% level ($\beta = 0.117$, $t = 2.749$, $p = 0.004$) as its p -value was less than 0.05. On the other hand, gender of employee ($\beta = -0.017$, $t = 0.420$, $p = 0.338$), age of employee ($\beta = 0.066$, $t = 1.112$, $p = 0.134$), and employee qualification ($\beta = 0.115$, $t = 0.867$, $p = 0.194$) were statistically insignificant. This means that only working experience is capable of influencing employee performance as oppose to their gender, age group, and qualification.



Discussion of Findings

This study found a positive and significant influence of recruitment on employee performance. This finding is consistent with previous studies on recruitment and employee performance. This finding supports the view of Khan (2010), Quansah (2013), Kurniawan (2016) and Setiawan et al (2020) who investigated the effect of human resource management practices such as recruitment and selection, training and development, performance appraisal, compensation and rewards, and employee relations on employee performance and the authors found a significant positive influence between these practices and employee performance.

This study also, found a positive and significant influence between selection and employee performance. This finding is consistent with previous studies on selection and employee performance. This finding was supported by that of Khan (2010), Quansah (2013), and Murage et al (2018) who investigated the effect of human resource management practices such as recruitment, selection, training and development, performance appraisal, compensation and rewards, and employee relations on employee productivity and performance.

This study does not found a positive and significant influence between absence of strike and employee performance. This finding is consistent with previous studies on absence strike and employee performance. This finding is not in line with the view of (Sang, 2005), Elenwo and Okeke(2021), and Nwogu, (2012) that there is a positive and significant relationship between Human Resource Management practices (human resource planning, staffing, incentives, appraisal, training, teamwork, employee participation, status difference, and employment security) on employee performance.

This study founds a positive and significant influence of low grievance on employee performance. This finding is consistent with previous studies on low grievance and employee performance. For instance, the study of Ahmad and Schroeder (2003) and Maduwanthi and Fahim (2020) which concluded that, there is a positive influence of human resource management practices on employee performance

SUMMARY, CONCLUSION AND RECOMMENDATIONS

Summary

This study is conducted to assess the effect of human resource practices (recruitment, and selection) and industrial harmony (absence of strike, and low grievance) on employee performance in Federal Polytechnic Bauchi. The study found a positive and significant effect between recruitment and employee performance. This implies that recruitment is a significant factor in determining the employee performance of staff in academic institutions like Federal Polytechnic Bauchi.

Similarly, the study found significant and positive effect between selection and employee performance among staff of Federal Polytechnic Bauchi. This finding means that selection is an essential tool for achieving employee productivity among staff of Federal Polytechnic Bauchi. However, the study do not found a positive and significant effect between absence of strike and employee performance. This finding means that absence of strike is not an essential factor for ensuring employee performance in Federal Polytechnic, Bauchi. Empirical evidence also found positive and significant effect between low grievance on employee performance in the Federal Polytechnic Bauchi. This implies that low grievance is a significant determinate of employee performance in Federal Polytechnic, Bauchi.

These findings show that these human resources practice (Recruitment, Selection, and low Grievance) and industrial harmony are significant determinants of employee performance in Federal Polytechnic Bauchi except absence of strike. Furthermore, these findings are supported by previous studies in the areas of human resource management, industrial harmony and employee performance.



Conclusion

The aim of this study is to examine the effect of Human Resources Practices and Industrial Harmony on employee performance in the Federal Polytechnic, Bauchi. Though, previous studies have examined the impact of human resource practices on industrial harmony on the employee performance. The study test for the direct effects of recruitment on employee performance, selection on employee performance, absence of strike on employee performance and low grievance on employee performance. Based on the findings obtained, the study concluded that human resource practices and industrial harmony, and working experience are relevant determinants for employee performance.

Recommendations

Based on the findings of this study, the study made the following recommendations:

1. The management of Federal Polytechnic Bauchi should focus on building strong recruitment process, as this would improve their employee performance. Proper recruitment process fulfils the requisite of federal character commission should be adhere to.
2. Selection was found to have the largest beta value in the analysis. That means selection is the most important variable in the study. Hence, selection process in Federal Polytechnic Bauchi should be strictly based on merits.
3. The management of Federal Polytechnic Bauchi should be more concerned with reducing the level of grievances to the least level as that could have significant impact on their staff performance. This can be achieved when the polytechnic unions were carried along and all hard-earned entitlements own by its members were provided.
4. Because of its impact on employee performance, the management of Federal Polytechnic Bauchi should adopt a strategy of building and sustaining a caliber of highly experienced workforce in the Polytechnic.

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