HUMAN RESOURCE MANAGEMENT PRACTICES AND EMPLOYEE PERFORMANCE MANAGEMENT IN NIGERIAN HIGHER EDUCATIONAL INSTITUTIONS

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ABSTRACT

Previous studies on performance management system focus on one or two of its dimensions with little insight in the public sector, so also studies on human resource management practices did not attempt to use all the practices comprehensively. This study examined both individually and comprehensively the relationship between the six human resource management practices and all the four dimensions of performance management system among academics in higher educational institutions in Nigeria. The dimensions of performance management system as operationalized by this study are, organizational objective, individual objective, performance development and employee satisfaction. Human resource management practices also as operationalized by this study are procurement, development, compensation, integration, maintenance and separation. Furthermore, this study also investigated the mediating effects of employee behavior and information and communication technology (ICT) adoption on the relationship between human resource management practices and performance management system among academics in higher educational institutions in Nigeria. Data was collected from five Federal universities in the North Western Nigeria using a cross sectional study design and multimode survey strategy. 800 questionnaires were distributed to the respondents who were sampled using a multi stage sampling technique. SmartPLS SEM was used in testing the study hypotheses. The results obtained indicated that majority of the hypothesized relationships thirteen (13) out of twenty (20) direct relationships were supported. Additionally, the results of the mediation tests provided that five (5) mediating hypotheses out of twelve were significant. The outcome of this study provides a very sound insight of the study on performance management system in the public sector particularly higher educational institutions. It will also benefit the government, the policy makers and other concerned agencies in Nigeria. More so, information and communication technology and employee behaviors have been proven by this study as strategic tools that could be efficiently used by managers to effectively manage performance of their employees. This study encountered limitations such as inability to include other types of higher educational institutions like the polytechnics and colleges of education, unable to cover all the six regions in Nigeria instead focused on only one region the North West region.

Keywords: performance management system, human resource management practices, employee behavior, information and communication technology

ABSTRAK

Kajian terdahulu tentang sistem pengurusan prestasi hanya memberi tumpuan terhadap satu atau dua dimensi tanpa meneliti sektor awam dengan terperinci. Kajian tentang amalan pengurusan sumber manusia juga tidak meneliti semua amalan secara menyeluruh. Kajian ini menyelidik secara individu dan secara menyeluruh hubungan antara enam amalan pengurusan sumber manusia dengan empat dimensi sistem pengurusan prestasi dalam kalangan ahli akademik di institusi pengajian tinggi di Nigeria. Dimensi sistem pengurusan prestasi yang diguna pakai dalam kajian ini ialah objektif organisasi, objektif individu, pembangunan prestasi dan kepuasan pekerja. Amalan pengurusan sumber manusia yang turut diupayakan pula ialah perolehan, pembangunan, pampasan, integrasi, penyenggaraan, dan pemisahan. Selain itu, kajian ini turut meneliti kesan perantaraan tingkah laku pekerja dan penggunaan teknologi maklumat dan komunikasi (ICT) terhadap hubungan antara amalan pengurusan sumber manusia dengan sistem pengurusan prestasi dalam kalangan ahli akademik di institusi pengajian tinggi di Nigeria. Data dikutip daripada lima buah universiti Persekutuan di Barat Laut Nigeria dengan menggunakan reka bentuk kajian silang bahagian dan strategi tinjauan berbilang mod. Sebanyak 800 borang soal selidik diedarkan kepada responden yang dipilih berdasarkan teknik persampelan pelbagai tahap. SmartPLS SEM digunakan untuk menguji hipotesis kajian. Hasil dapatan memperlihatkan bahawa tiga belas (13) daripada dua puluh (20) hubungan terus yang dihipotesiskan telah disokong dalam kajian ini. Hasil ujian pengantaraan pula menunjukkan bahawa lima (5) daripada dua belas hipotesis perantaraan adalah signifikan. Hasil kajian memberikan maklumat yang mendalam tentang sistem pengurusan prestasi di sektor awam, khususnya di institusi pengajian tinggi. Selain itu, kajian ini turut bermanfaat kepada kerajaan, penggubal dasar dan agensi berkepentingan di Nigeria. Kajian ini juga memaparkan bahawa teknologi maklumat dan komunikasi dan tingkah laku pekerja merupakan alat strategik yang boleh diupayakan secara berkesan oleh pihak pengurus untuk mengurus prestasi pekerja dengan efisien. Batasan kajian termasuklah kegagalan untuk melibatkan institusi pengajian tinggi lain seperti politeknik dan kolej pendidikan dan ketidakupayaan pengkaji untuk meneliti kesemua enam wilayah di Nigeria.

Kata kunci: sistem pengurusan prestasi, amalan pengurusan sumber manusia, tingkah laku pekerja, teknologi maklumat dan komunikasi

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LIST OF ABBREVIATION

ABU	Ahmadu Bello University
AMOS	Analysis Moment of Structures
AVE	Average Variance Extracted
BUK	Bayero University Kano
CFA	Confirmatory Factor Analyses
CMV	Common Method Variance
COB	College of Business
EBH	Employee behavior
GOF	Goodness-of-Fit
HEI	Higher Education Institution
HRM	Human Resource Management Practices
ICT	Information and Communication Technology
PLS	Partial Least Squares
PMS	PMS
RBV	Resource Based View
SEM	Structural Equation Modeling
SPSS	Statistical Package for Social Sciences
STML	School of Technology Management and Logistics
UTAUT	Unified Theory of Acceptance and Use of Technology
UUM	Universiti Utara Malaysia
UDUS	Usmanu Danfodiyo University Sokoto
UNESCO	United Nations Educational, Scientific and Cultural Organization

CHAPTER ONE

INTRODUCTION

1.1   Background to the Study

The concept of higher education is often used interchangeably with tertiary education, institutions of higher learning and post-secondary education. Precisely, as Adeniyi and Taiwo (2011) argued, HEI's in Nigeria are largely conceived to mean universities, polytechnics and colleges of education. In whichever way and with whatever concept used, it can be interpreted as that phase of education that is obtainable after the secondary education (Adeniyi & Taiwo, 2011). Again, in whatever form higher education is acquired, the aim is to usher in development (physical, technological, mental, economical and socio political) ranging from the individual, to organizational to societal and such development as Obanya (2000) argued will be used in solving day to day problems. Similarly, HEI's (HEI's) as argued by Oddetunde (2004) inform future leaders and build up the high-level technical capacities that strengthen economic growth and development.

The importance of HEI's world over and Nigeria in particular cannot in any way be underpinned. This is perhaps because they are saddled with the tedious task of preparing the youth to living a purposeful life in the course of fitting arrangement and execution of the institutions' core curriculum. The management and administration of HEI's entails the collaborative efforts of the management, the teachers and non-teaching staff to achieve the desired aim and objectives. The educating aspect and perhaps research that are very prominent, play fundamental roles in national

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