

## **Chapter one**

### **Introduction**

#### **1.1 Background to the Study**

Human Resource Management (HRM) is relatively an old area of professional practice and academic study that has been in existence for several decades. Human Resource Management has become the fastest growing area of management development, due to the great interest of organizations in harnessing the potentials of their employees to the very apex, in the face of intense competition and changes in the business environment<sup>1</sup>. Human Resource Management can be defined as the process of developing and unleashing human expertise through organization development and personnel training and development for the purposes of improving performance<sup>1</sup>. Human Resource Management (HRM) is defined as the policies, practices and systems that influence employees' behavior, attitude and performance while<sup>2</sup>, sees it as the strategic and coherent approach to the management of an organization's most valued assets - the people working there who individually and collectively contribute to the achievement of the objectives of the business.

To <sup>3</sup>, Human Resource Management relates to "those decisions and actions which concern the management of employees at all levels in the business and which are related to the implementation of strategies directed towards creating and sustaining competitive advantage". <sup>4</sup>, defines Human Resources Management as a process of employing people, developing their resources, utilizing, maintaining and compensating their services in tune with the job and organizational requirement.

In a similar vein, <sup>5</sup>, define Human Resource Management as the formal systems for the management of people within the organization. Human Resource Management may equally be considered as a set of organization-wide and people-oriented functions or activities deliberately designed to influence the effectiveness of employees in the organization. It is an organization's activities which are directed at attracting, developing and maintaining an effective workforce.

Human resource management has advanced beyond the narrow view of simply recruiting, selecting or training of employees, and has evolved into a more complete approach to learning and developing knowledge at the individual and organizational level<sup>1</sup>. Human Resources Management has since been considered as a critical factor for increasing staff and organizational productivity, particularly in organizations that offers special services like organizations in the hospitality industry.

The hospitality industry contributes about 10 per cent to the global Gross Domestic Product (GDP), which was expected to rise in four years with significant upward movement in Mauritius, Kenya, Nigeria, and South Africa. In Nigeria, the contribution of hospitality to Nigeria's Gross Domestic Product (GDP) was 5.1 per cent in 2019. In 2020 however, the upward trajectory slowed down due to the pandemic, with the ban on international and even local travel shortly after the outbreak of the viral infection in Nigeria, non-essential travels were suspended. Travel for work and holidays were put on hold and the nation as well as the rest of the world was forced to go virtual as a method of work and entertainment. Due to this, hotels, tourist attractions, and air transportation were some of the industries hinged on tourism that were badly affected. However, Nigeria was expected to be the fastest-growing hospitality market with a projection of 12 percent compound annual increase from 2019 to 2023 according to a Price Waterhouse Cooper (PwC) projection<sup>6</sup>.

Employee performance on the other hand employees is influenced by a wide variety of skills, characteristics and attitudes, which include formal training, qualification, motivation levels, initiative, team skills, attention to detail judgment, multi-task abilities, communication skills, general attitudes, work ethics among other variables.

However, the Nigeria formal educational system does not adequately teach specific skills for a position in a particular organization, from which only a few employees have the requisite skills, knowledge, abilities and competencies needed to work, and as a result, many require extensive training to acquire the necessary skills to be able to make substantive contribution that will improve the productivity of the organization <sup>7</sup>Human resource have played a significant role in economic development in most developed countries such as United State of America, Britain and Japan among others, of which one can conclude that a developing country like Nigeria, with its abundant natural resources and the necessary financial support can also experience such economic success if only the necessary and appropriate attention is given to the area of human resource development<sup>1</sup>.

## **1.2 Statement of the Problem**

Constraints to human resource development programme as noted by <sup>7</sup>, among others include, cooperate politics within the organizations, lack of good communication and feedback between the staff and management, inadequate development programme and policy, insufficient funding and the inability of management to introduce the new wave of technology. All these greatly undermined the ability of workers of many organizations to improve in their performance which in turn has impact on their productivity. If employees are therefore to experience efficiency and effectiveness on the job, they need to acquire and develop knowledge

and skills, as well as see visible signs of management investment and commitment to their growth and development<sup>1</sup>.

However, there has been a general resistance to investment in human resource development of workers in most organizations today, because it is believed that employees hired under a merit system such as individuals with high academic grades, are presumed to be more qualified and should be an expert in his or her field, of which in most times reverse is usually the case. According to the study of<sup>8</sup>, employees who have not received adequate training before being assigned responsibilities, usually lack necessary confidence with which to carry out their job, whether they were selected under merit system or not.

Various studies such as the studies have been conducted to examine the relationship between human resources management and employee's performance in both the manufacturing and financial sector, however a huge gap still exists in developing country like Nigeria, whereby there are only a few studies on Human Resource Management in relation to the hospitality sector, unlike the vast bank of studies regarding Human Resource Management in the manufacturing and financial sector. Also, most of the studies on Human Resource Management in the hospitality sector were evaluated on employees and organizational performance in earlier years, however, this study will be updating these previous by looking at how Human Resource Management related activities as influence employees and organizational performance in the recent years, up to the year 2022.on employees and organizational performance in earlier years <sup>9,1,7</sup>

It is against this backdrop that this study examined the role of Human Resource Management on Employee Performance in the Hospitality Industry, a case study of E-Phoenix Hotels Ilorin.

### **1.3 Aim and Objectives of the Study**

The broad objective of the study was to examine the role of Human Resource Management on Employee Performance in the Hospitality Industry, a case study of E-Phoenix Hotels Ilorin, while the specific objectives were to:

1. examine the extent to which training and development of staffs as part of the functions of human resources management, can influence the performance of employees at E-Phoenix Hotels Ilorin.
2. evaluate how human resource management can aid the effective and efficient recruitment and selection process at E-Phoenix Hotels Ilorin.
3. assess the impact of effective human resources management supervision on the performance of employees at E-Phoenix Hotels Ilorin.

### **1.4 Research Questions**

- i. To what extent does training and development of staffs as part of the functions of human resources management, can influence the performance of employees at E-Phoenix Hotels Ilorin?
- ii. How can human resource management aid the effective and efficient recruitment and selection process at E-Phoenix Hotels Ilorin?
- iii. What is the impact of effective human resources management supervision on the performance of employees at E-Phoenix Hotels Ilorin?

### **1.5 Scope of the Study**

This study focused on examining the role of human resource management on employee's performance in the hospitality industry, with specific reference to the staffs at E-Phoenix Hotels Ilorin, Kwara State. However, for the purpose of this study the constructs or proxies of Human Resource Management was limited to Training

and Development, Recruitment and Selection Process, as well as Management Supervision. Also, in terms of geographical limitation this study was limited to Kwara State, Nigeria, while the method of data collection was also limited to primary source of data through the administration of questionnaires to the staffs at E-Phoenix Hotels Ilorin.

### **1.6 Limitation and Delimitation of the Study**

Limitations relate to the validity and reliability of the study, of which for the reliability and validity of the research instrument for this study to be improved, a number of techniques were employed, which included the usage of well-structured questionnaires. Also, in order to enhance the validity of the results as well, the questionnaire and the interview responses were checked against other verified sources of data, which included among others, personal experiences and observation, and experts' advice. Also, a sample of the questionnaire and the supervision of the whole study was overseen by a competent professional lecturer for the assessment of the validity and reliability of this study.

Delimitations on the other hand refer to the boundaries of the research study, based on the researcher's decision of what was included and what was excluded. This study focused on examining the role of human resources management on employee's performance in the hospitality industry, with specific reference to the staffs at E-Phoenix Hotels Ilorin, Kwara State. However, for the purpose of this study the constructs or proxies of Human Resources Management was limited to Training and development, Recruitment and Selection Process, as well as Management Supervision. Also, in terms of geographical limitation this study was limited to Kwara state, Nigeria, while the method of data collection was also

limited to primary source of data through the administration of questionnaires to the staffs at E-Phoenix Hotels Ilorin.

### **1.7 Justification of the Study**

The study will act as an eye opener on the role of human resource management on employees' performance, which will enlighten the government, the hospitality industry, as well as academicians and future researchers on the positive impacts, as well as the negative effects that inadequate human resources management can have on organizations in the hospitality sector, as well as the whole Nigeria economy as a whole.

The findings from the study will provide useful information to the government and other regulatory authorities in understanding the various ways in which government policies affects organizations in the hospitality sector, as well as areas in which flexibility in government policies are needed, in order to encourage the growth of companies in the hospitality sector. The outcome of this study will enlighten businesses in the hospitality sector on the different benefits that comes with having an effective and efficient human resources department, as well the negativity that comes with not having a sound department to cater for human resources management activities. this study will further educate companies in this sector on the relevance of organizing constant training and other workshops that can encourage the growth and development of the employees, which in turn increase the productivity of such employees towards the organizational goals.

In addition, this study will be beneficial to academicians and future researchers on matters relating to human resources management and employee performance of companies in the hospitality sector, which can serve as a useful

reference for future studies and a benchmark for making conclusion on future studies relating to the subject matter under study.

## **1.8 Operational Definition of Terms**

**Human Resource:** Human resource is used to describe both the people who work for a company or organization and the department responsible for managing all matters related to employees, who collectively represent one of the most valuable resources in any businesses or organization.

**Human Resource Development:** It is the process by which an organization adds value to their organization by adding value to their employees. Professional education, career training, growth opportunities, and knowledge of government regulations are all ways in which organizations develop their employees.

**Human Resource Planning:** Human resource planning (HRP) is the continuous process of systematic planning ahead to achieve optimum use of an organization's most valuable asset—quality employees.

**Career Development:** It is the process of choosing a career, improving your skills, and advancing along a career path. It's a lifelong process of learning and decision-making that brings you closer to your ideal job, skill set, and lifestyle.

**Training and development:** Training and development refers to educational activities within a company created to enhance the knowledge and skills of employees while providing information and instruction on how to better perform specific tasks.

**Organizational Development:** it is a systematic use of behavioral science to develop the planned progress, improve, and emphasis on strategies, structures, and organizational processes for improvement of organizational effectiveness.

**Employee Performance:** It involves factors such as quality, quantity and effectiveness of work as well as the behaviors your employees show in the workplace.

**Productivity:** Productivity is commonly defined as a ratio between the output volume and the volume of inputs. In other words, it measures how efficiently production inputs, such as labour and capital, are being used in an economy to produce a given level of output.

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## Endnotes

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## **Chapter Two**

### **Literature review**

This chapter discusses the relevant literatures reviewed in this study ranging from the conceptual review, theoretical review, empirical review, as well as the summary and gap identified in the literature.

#### **2.1 Conceptual Review**

##### **2.1.1 Concept of Human Resources Management**

Human resources of an organization consist of the human beings who work in an organization<sup>10</sup>. The earlier statement is true because it is the human beings working in organization that co-ordinate and manages the physical materials / resources used to work in an organization<sup>10,9</sup>, defined human resources development as a set of distinct but interrelated activities, functions and processes that are directed at attracting, developing and maintaining a firm's human resources. <sup>7</sup> defined human resources as the organization's employees which are described with reference to their training, experience, judgment, relationship and insight.

<sup>1</sup>, asserted that there are wide varieties of approaches that researchers attempted to define Human Resources Development. Although a universally accepted definition of Human Resource Development is non-existent. Human resource development is a relatively new area of professional practice and academic study. Over the past two decades, human resource development has become the fastest growing area of management development, due to the great interest of organizations in the face of intense competition and changes in the business environment <sup>1</sup>. Human Resources Development has advanced beyond the narrow view of simply training and

has evolved into a more complete approach to learning and developing knowledge at the individual and organizational level.

<sup>11</sup>, defined Human Resources Development as any process or activity that, either initially or over the long term, has the potential to develop adult work-based knowledge, expertise, productivity, and satisfaction, whether for personal or group/team gain, or for the benefit of an organization, community, nation, or, ultimately, the whole of humanity. In today's rapidly changing business environment and global competition, organizations are facing difficulties in operating at an optimum level. Hence, the emergence of Human Resources Management as today's changing environment in order to compete, survival and perform a wide range of activities in adapt to environmental changes.

### **2.1.2 Human Resources Management Supervision**

A supervisory role in human resource management is that of setting the strategic course for the department to improve company performance. Human resources can be used to create levers to influence how workers focus their energy and select workers with skills and interests aligned with the company's goals. Human resource's supervisory role sets the strategic course of the human resource department. This means setting the correct criteria for selecting staff, as well as matching the organization's core needs to the skill set of the staff <sup>12</sup>.

Likewise, the supervisory function of Human Resources recommends new policies to improve not just the human resource department's performance but also the company's performance. This could be in the realm of redesigning the incentive system to reward risk taking, or conversely, the implementation of cost-cutting reward system where employees share in the benefits of the cost-cutting effort, they suggested Finally the Human Resources supervisors can facilitate an environment in

which company leadership encourages excellence and loyalty by revamping policy to match what the employees value with what benefits and compensation the firm provides<sup>13</sup>.

Human Resources supervisory function provides accountability for both the supervisor and supervisee exploring practice and performance. It also enhances and provides additional evidence for annual performance management and review. This role is needed to promote communication and provide useful feedback about job performance, to facilitate better working relationships, to provide an historical record of performance and to contribute to professional development<sup>12</sup>.

### **2.1.3 Organizational Performance**

Organizational performance involves analyzing a company's performance against its objectives and goals, or in other words, organizational performance comprises real results or outputs of an organization compared with intended outputs<sup>14</sup>. According to<sup>15</sup>, organization performance relates to how successfully an organized group of people with a particular purpose, perform a function, with a financial or non-financial measurement parameters.

Performance comprises the actual output or results of an organization as measured against its intended outputs, goals or objectives. Performance can as well be defined as the success or fulfillment of organization at end of a program or projects as it is intended.

In recent years, many organizations have attempted to manage performance using the balanced scorecard methodology where performance is tracked and measured in multiple dimensions such as: financial performance (e.g., shareholder

return), customer service, social responsibility (e.g., corporate citizenship, community outreach), employee stewardship, organizational performance.

Many authors argued that the performance is something that a person leaves behind, and that exists apart from the purpose. Performance is about undertaking the job as well as being about result accomplished.

Performance is defined circumstantially as what the organization hires one to do in an institution. Therefore, only actions which can be scaled or measured are considered to constitute performance. Performance can also be looked at in terms of the ability of employees to meet set deadlines/objectives, teamwork, low turnover rate, increased profitability, employee satisfaction, improved employee well-being, productivity, complete integration and synergy between individual career goals and alignment to the firms' objectives, growth, sense of identity, social responsibility and flexibility.

<sup>15</sup>, also opined that performance definition or measurement is different sometimes according to industry or organizations for instance, performance measurement in universities focuses much on output and outcome measurements which are unable to grab the whole process of university academic activities from input, process to output to outcome. <sup>15</sup>, opines that Universities are not guided by principles of profit maximization solely as most organizations do in private sector. He further explained that they may have no priorities in mind in terms of aggressive resources seeking, cost reduction and profit generation. Instead, universities may try to maintain a stable status of operating and by that they slowly achieve organizational objectives. Thus, the performance of universities can be measured by the extent to which each university functions are maintained towards the university goals.

#### 2.1.4 Consequences of Poor Human Resource Planning

To add value and serve the needs of a company, the human resources department must be more than policy police and the group that organizes the company picnic. Human resource professionals contribute by playing a key role in staff planning, succession management and other strategic initiatives. There are significant consequences if human resource is not in-step with business plans affecting the future direction of the company. Without an action plan and the human resource expertise to execute, the company risks exposure in staffing, productivity and employee morale.

- a) **Planning and Staffing:** Getting the right people in the right place at the right time requires advanced planning. Human resource must be in the business of analyzing business needs and projecting future workforce trends. This begins with projecting the skill levels the organization requires going forward versus the make-up of the current organization. The next step, a gap analysis, reveals what types of employees the company requires and when to hire these individuals. Neglecting to forecast staffing management and succession planning causes a delay in finding the right talent to fill key positions. In the meantime, both productivity and morale suffer.
- b) **Leveraging Technology:** Recruiting top talent is only part of the picture, turning human resource into a business profit center requires technology to manage processes and people. Software programs significantly enhance the ability to manage recruitment, compensation, benefits, performance management and training. Smarter technology can cut payroll costs and enhance project management. Technology increases expedient data collection, information flow, recordkeeping and reporting. Planning pitfalls occur when

Human Resources fails to use technology tools for forecasting, efficiency and trending models.

- c) **Change and Engagement Issues:** Managing change is a significant challenge for human resource professionals in the best of times. There is a relationship between success and change management. It is vital to adequately plan for change. Another critical factor is a pre-planned and carefully crafted communications strategy. Employee disengagement is a product of poor human resource planning and communication breakdowns. Morale declines because employees feel confused, frustrated and sometimes betrayed. Eventually, retention becomes an issue. When news of a disgruntled culture reaches the street, companies often lose the most talented individuals to competitors. Employees who remain often display complacency causing a further breakdown in productivity.
- d) **Due Diligence:** Minimizing risk is another responsibility of the human resource department. Lawsuits and government fines can heavily affect the bottom line. By planning for and executing employment audits, human resource can help reduce a company's exposure. Without regularly scheduled internal audits, existing problems may go unchecked. Neglecting to review hiring practices, discipline and termination procedures, pay practices and recordkeeping is a risky omission. When government audits reveal areas of noncompliance, the consequences involve not only financial but also public relations exposure.

### 2.1.5 The Impacts of Human Resource Management

Human resources is important to organizations in 10 specific areas, ranging from strategic planning to company image. Human resource practitioners in a small business who have well-rounded expertise provide a number of services to employees. The areas in which Human resource maintains control can enhance employees' perception of Human resource throughout the workforce when they believe Human resource considers employees to be its internal customers and renders services with that in mind.

1. **Strategy:** Human resource improves the company's bottom line with its knowledge of how human capital affects organizational success. Leaders with expertise in human resource strategic management participate in corporate decision-making that underlies current staffing assessments and projections for future workforce needs based on business demand.
2. **Compensation:** Human resource compensation specialists develop realistic compensation structures that set company wages competitive with other businesses in the area, in the same industry or companies competing for employees with similar skills. They conduct extensive wage and salary surveys to maintain compensation costs in line with the organization's current financial status and projected revenue.
3. **Benefits:** Benefits specialists can reduce the company's costs associated with turnover, attrition and hiring replacement workers. They are important to the organization because they have the skills and expertise necessary to negotiate group benefit packages for employees, within the organization's budget and consistent with economic conditions. They also are familiar with employee benefits most likely to attract and retain workers. This can reduce the

company's costs associated with turnover, attrition and hiring replacement workers.

4. **Safety:** Employers have an obligation to provide safe working conditions. Occupational Safety and Health Administration regulations through maintaining accurate work logs and records, and developing programs that reduce the number of workplace injuries and fatalities. Workplace safety specialists also engage employees in promoting awareness and safe handling of dangerous equipment and hazardous chemicals.
5. **Liability:** Human resource employee relations specialists minimize the organization's exposure and liability related to allegations of unfair employment practices. They identify, investigate and resolve workplace issues that, left unattended, could spiral out of control and embroil the organization in legal matters pertaining to federal and state anti-discrimination and harassment laws.
6. **Training and Development:** Human resource training and development specialists coordinate new employee orientation, an essential step in forging a strong employer-employee relationship. The training and development area of Human Resources also provides training that supports the company's fair employment practices and employee development to prepare aspiring leaders for supervisory and management roles.
7. **Employee Satisfaction:** Employee relations specialists in human resource help the organization achieve high performance, morale and satisfaction levels throughout the workforce, by creating ways to strengthen the employer-employee relationship. They administer employee opinion surveys, conduct

focus groups and seek employee input regarding job satisfaction and ways the employer can sustain good working relationships.

8. **Recruitment:** Human resource recruiters manage the employment process from screening resumes to scheduling interviews to processing new employees. Typically, they determine the most effective methods for recruiting applicants, including assessing which applicant tracking systems are best suited for the organization's needs.
9. **Selection:** Human resource professionals work closely with hiring managers to effect good hiring decisions, according to the organization's workforce needs. They provide guidance to managers who aren't familiar with Human Resources or standard hiring processes to ensure that the company extends offers to suitable candidates.
10. **Compliance:** Human resource workers ensure that the organization complies with federal state employment laws. They complete paperwork necessary for documenting that the company's employees are eligible to work. They also monitor compliance with applicable laws for organizations that receive federal or state government contracts, through maintaining applicant flow logs, written affirmative action plans and disparate impact analyses.

### **2.1.6 Importance of The Human Resource in Organizations**

In all economic activities, human effort is the key. It is the human knowledge transformed into activity that gives utilities or value to all commodities. It is man who cultivates land whether he uses a hoe or a tractor. It is the same man who sows, weeds, harvest, processes, stores and sells. It is man who invents, designs, makes and operates machine. It is man who creates, transmits and uses knowledge. Thus, every single endeavor here on earth has man's finger print. Thus, without human efforts

both mind and muscle, there is no production and therefore no life. The importance of human resources in organizations cannot be overemphasized. This is because in all organizational activities, human effort is the key; it is the human knowledge, transformed into activity that gives value or utility to all commodities. The human resource therefore becomes a strategic resource that has to be planned for, managed and sustained. <sup>16</sup>, adumbrates this when he argues that the human resource has become recognized as a strategic resource to be managed in more explicit and proactive manner to enhance the survival and growth of organization and all human resource management activities are, or should be business driven and focused on improving performance by acquiring and developing a competent, well-motivated and committed work force. Human resources, both workers and management, are the most important resources utilized by any business organization. Machines and all other resources of the business will produce nothing without the human element to activate and control them. The efficiency of the business depends more on the human being than any other resources. In addition to being the most important resources, the most complicated problem of business is the people. Technical processes may be mastered, strain and stress of material may be correctly figured, and intricate machines may be devised for performing work with great accuracy. There is no single formula, however, that will work in dealing with employees of a company. Why? Because of the nature and peculiarities of human beings listed above.

## **2.2 Training and Development**

Training can be defined as a planned learning experience designed to bring about permanent change in an individual's knowledge, attitude or skills. It can also be defined as a systematic acquisition of skills, concepts, or attitudes which result in improved performance. Other scholars define it as organizational effort aimed at

helping an employee to acquire basic skills for the efficient execution of his functions. Training is therefore a vital and necessary organizational activity that is required in all focus –minded organizations because it determines the effectiveness, efficiency of such organizations toward optimum goal(s) attainment. For every organization to get the best from their employees at all times and levels, they must institute regular training programmes to help the employees upgrade their skills. Through this, the organization will be helping the employees on a continuous basis to improve their abilities so as to fulfill the job responsibilities of today and tomorrow.

On the other hand, development refers to activities undertaken to expose an employee to perform additional duties and assume positions of importance in the organization hierarchy. According to<sup>17</sup>, training and development should emphasize the following:

- I. It should respond to the real needs of organization members;
- II. It should be a continuous process;
- III. It should apply to every member of the organization irrespective of their grade;
- IV. It should be seen as an investment which will yield dividend in terms of long-term corporate growth and survival;
- V. It should connote a planned effort on an individual, group or organizational basis so as to improve knowledge; develop skill or to change attitude;
- VI. It should include aspects for broadening one's experience of a formal planned nature;

There must exist or created organizational conditions that are supportive of employee training and development which make possible the full utilization of new skills and

knowledge acquired as well as new behaviour and attitude learnt in the interest of organizational efficiency.

### **2.2.1 Methods/Types of Training and Development**

There are quite a variety of methods through which training and development programme could be delivered. A number of factors determine the choice of a particular method or mix of methods. The choice would partly depend on the content of the programme especially whether it is knowledge, skills or attitude development intensive.

Other factors that dictate the choice of methods include:

- The available time
- The nature and characteristics of participant
- The available financial and other resources
- The anticipated training and development objectives

Types of training are identified as follows:

**1. Induction Training Programme:** Induction courses are organized with a view to giving new entrants into the organization a broad view of the entire system of the organization, thereby enabling them to understand their position and how the whole organization looks like. It is a way of familiarizing newly employed staff with the structure, operations and activities of the various units that make up the organization. By carrying out proper induction, it becomes much easier and faster for the new employee to be fully integrated into the system.

**2. On-the-Job Training:** This is required for both new entrants and the old staff to enhance their suitability on the job. This type of training is needed for easy adaptability to the new techniques of doing things by old staff or to effectively

mainstream as early as possible new entrants to the work and the work environment. This type of training is more often than not given by the Supervisor or an outsider who would need to impart skills and competencies in – plant.

The benefit of this type of training is that employees may not need to be removed from the work environment. Therefore, it is economical because associated training costs are removed. On-the-job training is the training within the industry designed to meet isolated needs. The United Nations handbook describes on-the-job training as a process of learning carried out internally within the work environment and it is normally conducted in a more or less informal manner through colleagues of greater experience or higher rank.

This training type occurs at the work place, at the desk or machine where the employee is assigned to work. The bottom line of this is the impartation, in a specific form, job instructions and skills needed for employee's efficiency. Scholars believe that it is the most appropriate when skills and knowledge are to be learnt in a relatively short period of time. And that on the job training offers an opportunity for management development programmes to be effective.

Methods of on-the-job training include the following:

**Job rotation:** Job rotation simply means to place an inexperienced worker directly on the job without any training and relocating the trainee when he or she has learnt the job. This involves the movement of trained employees among variety of jobs. The success of this training depends largely on the level of skills of the trainer who is expected to instruct, guide and give feedback to the trainees on their progress so far. This method is a form of self-training which is more often than not based on trial by error. The demerits noticeable about this method include the fact that it increases the possibility of learning undesired or unrelated job behaviours or reinforce same, and

also trainees are prone to making costly mistakes that can affect them as well as the organization

**Vestibule training:** This is an intermediate approach between on and off the job approaches. In this method, a separate work area is provided for the trainees to perform the job. An instructor is assigned to oversee the training without any pressure. It reduces the prospect of making costly mistakes.

**Committee or Task force:** This approach places the trainees in real problem solving situations. They are selected and grouped together to find solutions to particular organizational problems, and their findings and recommendation are implemented for organizational goals. This method is commonly used for managerial training. It gives management the ability to identify certain skills, traits and competencies among employees

**Observation learning:** Observation learning involves activities such as letting the trainers observe an experienced manager in action. This is with the assumption that the person being understudied exhibits effective behaviour.

**On the job coaching and assignment:** In this method, the Supervisor and the Trainees are placed in a tutor-student relationship. The Supervisor who is the tutor gives explanations to the trainees in respect of the targeted objective.

The success and effectiveness of on-the-job training depend a lot on the skill that most supervisors may not necessarily possess without the right training and experience on their part too. The implication of this is that the supervisor who is to serve as a model or trainer to the trainees must themselves be good on their job and regard their assignment as necessary for the organizational achievement and not an avenue to display their skill without any corporate objective in mind.

**3. Off-the-Job Training:** This term simply means that the training is not part of everyday activities of the organization. The location of the training may be within the premises or outside the premises. The major idea is that the trainee is taken off his normal work environment and put in a classroom situation for impartation of knowledge, skill and attitudes. A major advantage of this method is that the trainer is not distracted by the work environment and schedule. However this method is often done at a great financial cost to the organization and at times transfer of learning may be difficult after the training.

Off the job training methods include: Lectures, Conferences, Seminars, Workshops, Talks, Retreats, Programmed instructions, Case studies, Role plays, Business games, Simulation and so on.

A list of major organizations and corporate bodies that organize off the job training are treated later in this study session.

**4. Self-Learning/Development:** self-learning is one in which the individual staff can meet the challenge of taking responsibilities for own development. Self-learning simply refers to the process whereby the individual employee takes personal action, without the direct intervention of his employer, to acquire additional knowledge and skill. This takes place in form of reading books, periodicals and other publications, computer-based training, web surfing, direct class room studies and so on. Programmes such as distance learning, part time studies/weekend studies constitute good avenues for employees to acquire additional knowledge and qualifications. This in most cases does not affect the employee's official work schedule. Practically behind such decision are two principal motives: to make himself more relevant and better equipped to do his job with the ultimate aim of earning promotion to a higher level; and secondly to make himself marketable for better jobs elsewhere.

For organizing and conducting training programmes, a number of resources have to be utilized. These include facilities, supplies, equipment and aids. The human resources facilitators organize these resources to impact the needed knowledge and skills. Consequently, the facilitators constitute the manpower development agents. A number of resource institutions exist in Nigeria for the purpose of providing training services and they can be classified under the following categories:

- a. Training Centers and Departments of Corporate Organizations
- b. Formal Institutions such as Universities, Polytechnics, Colleges of technology and education and so on.
- c. Private Training Organizations; Examples include Waltson and Associates; Mat Management Services Limited; Arthur Anderson; OAK Firm Management and Human Resources Consultants; Pelmann Associates Limited; Tripple and Associate; Gbiyele Consultants; Philip Morris; OPASS limited; Lagos Business School and others.
- d. Government Agencies: Examples are the Nigerian Council for Management Development, the Centre for Management Development, Industrial Training Fund, the Administrative Staff College of Nigeria, and The Central Bank of Nigeria Training School and so on.
- e. Professional Training Organizations such as Nigerian Institute of Management (Chartered), Chartered Institute of Personnel Management, the Chartered Institute of Bankers, ICAN, ANAN, FITC, NATE, COREN etc.

The major importance of these bodies can be seen in the fact that they are designed to meet the professional needs of the various subject areas and fields they represent. Thus they provide required and specific training and skills upon the formal education provided by the universities, polytechnics and colleges of education.

### **2.2.2 Importance of Training and Development**

Training and Development serve a number of functions in organizations. Some of these functions include:

1. Increase in productivity;
2. Improvement in the quality of work and raise morale;
3. Developing new skills, knowledge, understanding and attitudes
4. Using correctly new tools, machines, processes, methods or modification thereof;
5. Reducing waste, accidents, turnover, lateness, absenteeism and other overhead costs;
6. Fighting obsolescence in skills, technologies, methods, products, markets, capital management and so on;
7. Developing replacements, prepare people for advancement, improve manpower deployment and ensure continuity of leadership;
8. Ensuring the survival and growth of the enterprise.

### **2.2.3 Training and Development Process**

The need for training and employees' development in an organization should be based on identified needs. <sup>18</sup>, advised that training should not be undertaken just for the sake of it; but must be geared towards the objectives of the particular organization. Training should therefore be embarked upon only when there is established need for it in the organization. The rationalization should be based on analysis of the organization, the employees at work, the job content and performance and the adequacy of equipment being used. The training needs of any organization in essence falls into two categories, both of which are independent:

- ❖ Company training needs
- ❖ Individual training needs.

The Company needs arise from the individual needs and is focused to know what the present skills are; what training is required to meet the development of the necessary skills for the attainment of the company's objectives. Whatever the objectives are, the development and implementation of any training programme usually follow a process:

1. Identification of training needs: While determining this,<sup>19</sup>, observed that no programme or method fits all needs. Therefore, programmes and techniques should be selected on the basis of how effectively they satisfy personal needs and accomplish the developmental objectives.
2. Designing Training Programme: The training programme must set the objectives, specify sequence, choose learning methods, choose location, choose instructor and set programme schedules.
3. Implementation: this activity entails explaining the procedure to trainees; handout materials, visual aids, guides and other behavioral and attitude expectations from participants. Instructors are duly contacted, refreshments and basic conveniences are put in place and monitoring if necessary.
4. Evaluation of training: the effects of training needs to be measured so as to make improvements where necessary. <sup>20</sup>, quoting the report of the Central Training Council warned that though the effectiveness of management training may be difficult to assess and often impossible to measure, but tangible yardsticks need to be put in place depending on the training needs identified before the training.

#### **2.2.4 Training and Development Summary**

Training and deployment play a key role in the achievement of an organizational goal through integrating the interests of the organization and the workforce. Nowadays training and development is a very significant factor in the business world because it enhances the efficiency and the effectiveness of both employees and the organization<sup>21</sup>.

Organizations that adopt training and development practices are able to retain their customers, suppliers, employees, shareholders, and other stakeholders in the long run as they are deemed more trustworthy and better custodians of the interests of the various stakeholders.<sup>22</sup>, argued that training and development is fundamental for the superior performance of employees, improvement of employees' ability to adapt to the changing and challenging business environment and technology for better performance, increase employees' knowledge and ability to develop creative and problem-solving skills. Training and development are a part of the human resource development function. Training and development have an important role to address the gap between current performance and expected future performance of the employees.

<sup>22</sup>, also defined the training and development is a systematic process designed by the organization to improve the current and future employee performance by increasing an employee's skills, knowledge and ability to perform through learning activities, changing the employee's attitude and behavior.

In this context, the training and development is a systematic process of increasing an employee's ability to perform through learning and changing the employee's attitude and behavior and improving their skills and knowledge in order to enable the organization to achieve its strategic objectives. Human resources departments should

pay efforts to the training and development programs to their organizational success. Also, training programs may be led to improved profitability, positive attitudes toward profit orientation, improve the job knowledge, ability, and skills at all levels of the organization, motivate the employees and engage them with organizational goals.

### **2.2.5 Other Methods of Human Resource Development**

Apart from training and development, other methods of Human Resource Development include the following:

#### **(A) Succession Planning**

Succession planning is a process for identifying and developing internal people with the potential to fill key leadership positions in the company. Succession planning is a process whereby an organization ensures that employees are recruited and developed to fill each key role within the company. Through your succession planning process, you recruit superior employees, develop their knowledge, skills, and abilities, and prepare them for advancement or promotion into ever more challenging roles. Therefore, succession planning establishes a process that recruits' employees, develops their skills and abilities, and prepares them for advancement, all while retaining them to ensure a return on the organization's training investment.

Succession planning ensures you can fill key roles from within your organization. Succession planning sits inside a very much wider set of resourcing and development processes called 'succession management', encompassing management resourcing strategy, aggregate analysis of demand/supply (human resource planning and auditing), skills analysis, the job filling process, and management development (including graduate and high-flyer programmes). Taken narrowly, "replacement planning" for key roles is the heart of succession planning. Effective succession or

talent-pool management concerns itself with building a series of feeder groups up and down the entire leadership pipeline or progression. In contrast, replacement planning is focused narrowly on identifying specific back-up candidates for given senior management positions.

### **(B) Career Planning**

This is the deliberate process through which someone becomes aware of his personal skills, interest, knowledge, motivation and other characteristics; acquires information about opportunities and choices; identifies career related goals; and establishes action plans to attain specific goals.

Careers today are not what they used to be in the past. People traditionally viewed careers as a sort of upward staircase from job to job, more often than not with just one or, at most a few firms. Today, mergers, acquisitions, consolidations and downsizing have changed the ground rules at least for most people. Many people still move up from job to job. But more often they find themselves having to re-invent themselves—thus a sales rep, laid off by a publishing company that has just merged, may re-invent his career as an account executive at a media-oriented accounting firm. These changes have implications for HR functions. Traditionally, the psychological contract between the employer and the employee was often “You be loyal to us and we will take care of you” Today, employees know they must take care of themselves. The contract appears to have changed to “I will do my best for you, but I expect you to provide me with the development and learning that will prepare me for the day I must move on, and for having the work balance that I desire”. The new psychological contract is still beneficial to both parties: Employees offer high productivity and total commitment while with the employer and the employer offers enhanced employability rather than long term employment. The offer of employability centers on enabling employees to

develop skills that are in demand and allows them opportunities to practice these and keep up to date.

### **(C) Coaching**

This is a process of attaching employees to a supervisor or superior who coaches/teaches them on specific issues. The process enables learning and development to occur and thus performance to improve. In improving employee's performance through coaching, coaches have two-fold roles namely: helping employees grow professionally and at the same time advancing the employee's own career; secondly, correcting the employee's performance problems.

A major advantage of coaching is that it provides immediate feedback on the extent of learning. Coaching does not seek to resolve the deeper underlying psychological issues that are the cause of serious problems like poor motivation, low self-esteem and poor job performance. Characteristics of coaching include:

It consists of one-to-one developmental discussions; it provides people with feedback on both their strengths and weaknesses; it is aimed at specific issues; it is relatively short-term activity, except in executive coaching, which tends to have a longer timeframe. It is essentially a nondirective form of development; it focuses on improving performance and developing individual's skills; it is used to address a wide range of issues; it has both organizational and individual goals; it assumes that the individual is psychologically healthy and does not require a clinical intervention; it is time-bound; it is a skilled activity; personal issues may be discussed but the emphasis is on performance at work; meetings are scheduled on a regular basis.

### **(D) Mentoring**

Mentoring is an organizational tool adopted in addition to formal learning events to achieve competence development of the human resources<sup>23</sup>, defines it as a

relationship between a junior, often younger person (referred to as the mentee or protégé) and a senior person (the mentor) by virtue of which the mentor serves as a guide, counselor, confidant, adviser and role model to the protégé. It is a process of serving as a guide, counselor and teacher for another person, usually in an academic or occupational capacity. From the plethora of these definitions, it could be seen that mentoring is the provision of knowledge, experience and inspiration for another person, usually younger, less knowledgeable and less experienced. It could also be conceived of, in terms of the expected results: mentees observe, question, and explore while mentors demonstrate, explain and model. The focus of mentoring is on building relationships which serve as the basis for fostering a learning culture in the organization.

The term mentor is used both as a noun

Mentoring serves both career and psychosocial functions in organization.

### **2.3 Meaning of Human Resources Development**

Human resource development is a core HRM functions in organization and it is a process of expanding the knowledge, productivity, programmes that will enhance workers' optimal performance. Human resource development is very fundamental in every organization. It has to do with the education, skills levels, and problem-solving abilities that will enable an individual to be a productive worker in the global economy of the twenty first century.

Human Resource Development (HRD) refers to array of organizational activities designed to increase the knowledge, skills, attitudes and competence level of workers. Human Resource Development constitutes a very important aspect and function of Human Resource Management because the success of organizations depends on the performance of the human resource.

The performance of the human resource is equally dependent on the level of knowledge, skill, attitude and the general competence of the workers. Where human resources are well developed through regular training and other programmes, there are numbers of advantages which include among other things, giving equal opportunities to employees, improving employees' quality of life, ensuring competition for highly talented personnel, avoidance of obsolescence and acquisition of new skills, retention of personnel, better utilization of employees, few accidents and greater versatility and adaptability of personnel. The focus of Human resource development is on developing the most superior workforce, so that the organization and individual employees can accomplish their work goals in satisfying their customers/clients. Human Resource Development is a broad concept that comprises training and development, mentoring, succession planning, career planning and so on.

#### **2.4 Relevance of Human Resources Development**

<sup>1</sup>, opines that human resources development has always been an essential part of human life, particularly in the working environment. The concept of human resources development therefore pre-dates history. <sup>1</sup>, was of the opinion that human resources development involves learning the skills needed for a particular job. It is a process by which employees systematically acquire basic skills, knowledge and attitude for efficient performance of their duties <sup>1</sup>. Human resources development program enables employees to learn or relearn acceptable job behaviour, norms and practices for thorough job performance.

The importance of Human resources management is more obvious given the growing complexity of the work environment, the rapid change in organization and advancement in technology. Human resources management helps to ensure that organization members take on new responsibilities and adapt to changing conditions.

Supporting this view, <sup>1</sup>, noted that employees who have not received adequate training before being assigned responsibilities lack necessary confidence with which to carry out their job. He then recommended that an employee should be helped to grow into more responsibility by systematic human resources development program. This according to him is because training increases the employee's belief that he knows what is expected of him regarding the job and the knowledge which enables him originates ideas as to how best to carry out task of the job.

Similarly, human resources development program at all levels is indeed indispensable if the nation expects a result oriented public service. The changing nature of the world due to technological and scientific discovery and observed that as scientific discoveries are made, and changes in technology increases, coupled with the complex nature of the modern man, it becomes imperative that employees must be equipped to be able to cope with the development and changes and it is through the process of human resources development program that these added knowledge and skills can be acquired. It was noted that the human resources of an organization play a central role in its success or failure and to ensure optimum performance on the side of the employees, they must be provided with opportunities for constant training.

Human resources development is vital, as it is essential not only for affecting efficiency of administration but also for broadening the vision of the employees. It teaches them precision, makes them self-reliant and independent and develops in them capacity to take decisions and arrive at judgments. It enables employees adjust themselves to the new situation and comprehend the goals and values of the organization in which they work.

## **2.5 Theoretical Review**

This study reviewed two (2) theories related to human resources development

### 2.5.1 Human Capital Theory

The concept of human capital theory was first used by the classicalist economists like Alfred Marshal and Adam Smith (although developed by G.S Berker, 1991) which stresses the significance of education and training as the key to participation in the new global economic order. Human capital theory provides a justification for a large public expenditure on education in developing and developed nations<sup>10</sup>.<sup>10</sup>, asserted that the theory suggests education or training raises the productivity of workers by imparting useful knowledge and skills, hence raising workers' future income by increasing their life time earnings.

<sup>24</sup>, writes that this theory roots from the branch of Economics, which is Labour Economics. Labour Economics study is on workforce in quantitative terms, thus has the most accurate predictability than other social sciences. This theory posits that human capital is similar to "physical means of production", e.g., factories, and machines. In this case, a higher level in the provisions of these physical means of production would as well result to an increased productivity because one's output depends partly on the rate of return on the human capital one owns. Thus, human capital is a means of production into which additional investment yields additional outputs.

The theory is also of the view that the most valuable of all capital is that invested in human being. Human capital of an organization or country is strictly tied to the education in that country. It therefore advocates for a continuous increase in the amount of investment in human capital through education. The investment in human capital creates in the labour force the skill-base indispensable for economic growth. It was explained that productivity is largely a characteristic of jobs rather than of workers; employers use education credentials to select workers because better

educated workers can be trained for specific jobs more quickly and at a lower cost than their less educated persons. He therefore suggests that education enhances an individual's ability to successfully deal with disequilibria in a changing condition. Such ability includes that of perceiving a given disequilibrium, analyzing information, reallocating resources to act. Human capital theory is relevance for this study as it explains the significance of training and development which is one of the proxies of human resources development adopted for this study.

### **2.5.2 Theories X and Y**

The theories were propounded by McGregor in 1960. Theory X assumes that the behavior of people strongly influenced by their beliefs. This led him to the conclusion that most business managers are Theory X type who believes that the average employees have an inherent dislike for work prefers to be directed to avoid responsibility that has relatively little ambition and wants security above all. This view (Theory X) maintains that in order to achieve organizational and individual goals managers and supervisors will be required to use force and maintain close surveillance on the subordinates.

Theory Y assumes that the expenditure of physical and mental effort in work is as natural as a play or rest. External control and the threat of punishment are the only means for bringing about effort towards organizational objectives. People will exercise self-direction and self-control in the service of objectives to which they are committed. Commitment to objectives is a function of the rewards associated with their achievement. Average human beings learn under proper conditions not only to accept but also to seek responsibility. The capacity to exercise a relatively high degree of imagination ingenuity and creativity in the solution or organizational problems is widely not narrowly distributed in the population. Under the conditions of

modern industrial life, the intellectual potentialities of the average human being are only partially utilized

These two sets of assumptions (Theories X and Y) are fundamentally different. Theory X is pessimistic static and rigid. Control is primarily external that is imposed on the subordinate by the supervisor. In contrast theory Y is optimistic dynamic and flexible with an emphasis on self-direction and the integration of individual needs with organizational demands. There is little doubt that each set of assumptions will affect the way manager's carry out their managerial functions and activities.

## **2.6 Human Resources Policy**

A policy is a plan of action. It is a statement of intended conduct, or a rule of behaviour, which is intended to apply across the organization. It is an expression of the organization's values and beliefs concerning all the major functions of an enterprise. A policy states how the organization intends to achieve its objectives. A policy is a guide to the actions or decisions of people in an organization. If your definitions are related to above definitions, you are really on the right track as far as the meaning of policy is concerned.

What then is Personnel Policy/Human Resource policy? Human Resource policy (traditionally referred to as Personnel policy) is a set of proposals and actions that act as a reference point for managers in their dealings with employees. Human Resources policies constitute guides to actions. They furnish the general standards or bases on which Human Resources decisions are reached. Their genesis lies in an organization's value, philosophy, concepts and principles. Human Resources policy guides the course of action intended to accomplish Human Resources objectives. Human Resources Policy constitutes a vital pillar upon which effective Human Resource Management is built. Without Human Resources policies, Human

Resources Management functions cannot be successfully conducted. Broadly speaking, Human Resources policies are broad statements which express the organization's principles and philosophy toward its human resource elements. They are intentionally made to be broad to accommodate various situations.

Human resource policies are continuing guidelines on the approach the organization intends to adopt in managing its people. It represents specific guidelines to HR managers' various matters concerning employments. It states the intend of the organization about different aspects of Human Resource management such as recruitment, promotion, compensation, training, selections and so on. They define the conception and value of the organization on how people and things should be treated. Therefore, it serves as a reference point when human resources management practices are being developed or when decisions are being made about people. A good Human Resources policy could provide generalized guidance on the approach adopted by the organization, and therefore its employees, concerning various aspects of employments. A procedure spells out precisely what action should be taken in line with the policy. However, each company has a different set of circumstances, and so develops an individual set of human resource policies.

Human Resources Policy must:

- Be in harmony with the economic, political and social environment of the organization;
- Be stated as simply as possible;
- Be well documented and communicated to all stakeholders in the organization;
- Complement and supplement one another;
- Must be reviewed on regular basis

### **2.6.1 Coverage of Human Resources Policy**

Efforts should be made to ensure that Human Resources policy covers every aspect of Human Resources Management and industrial relations. It should provide for job security, growth of the employees and a means of encouraging the employee to produce at his best under suitable working conditions. It must cover the period from when there is a head hunt for the job to the life of the employee after he would have retired from the organization.

An ideal Human Resources policy must cover recruitment, selection and placement; remuneration and salary administration; training and development, promotion, assessment, authority and delegation; leadership and motivation; discipline, grievances (individual and groups); communication and flow of information, relations with labour unions; labour disputes and methods of resolving them; employees' welfare (including life after retirement); social responsibility to the employees and soon and so forth.

Examples of Human Resources policies which are expressed in general terms are:

- i. The company will conform on the spirit as well as to the letter of the law in employment matters;
- ii. All vacancies will be advertised within the organization;
- iii. All posts will be filled on grounds of merit only, and no one shall be discriminated against in terms of sex, ethnic origin, age or any other factor other than ability to fulfill the job competently;
- iv. The company will always negotiate in good faith with trade union representatives;
- v. No organizational change will be implemented without thorough consultation with all those directly affected by them;

- vi. Pay level will be maintained so as to compete with the best in the industry;
- vii. Every employee will have the right to fair treatment in matters of discipline.

Meanwhile, <sup>18</sup>, define HR policies as a written statement of an organization's goals and intention concerning matters that affect the people in the organization. According to him, various aspects of the conditions of employment should be covered by separate policy. He gave the following examples: Employment: to recruit qualified and experienced staff and to ensure that they derive satisfaction from their employment by offering them attractive wages, good working conditions and opportunities for promotion; Training and Development: to provide facilities for the training and development of staff at all levels in such a way as to ensure succession and enable individuals to understand and utilize the full potentials of their physical and mental abilities; Wages and Salaries: to always be among the best paying organizations in the country; Welfare: to provide such welfare and social amenities as are desired by employees and also to safeguard their health and safety; Industrial Relations; to operate adequate procedures for dealing with disputes and grievances quickly and to improve relations between management and employees through negotiation and consultation.

<sup>25</sup>, identifies fifteen objectives of Human Resources policy in organizations as follows:

- i. To lay a proper foundation for moving the organization forward;
- ii. To map out a fair wage plans for all levels in the organization;
- iii. To create an environment where people can lead by example;
- iv. To help in re-discovering the lost harmony in the organization;
- v. To create an awareness on the part of the employees on the contents of personnel policy;
- vi. To create a positive and supportive environment where merit would be rewarded;

- vii. To streamline issues to avoid labour-management disputes;
- viii. To ensure a well contrived policy to discourage hiring of bad hands into the organization;
- ix. To provide stable employment that would encourage loyalty and diligence;
- x. To support monetary and non-monetary incentives; Etc.

### **2.6.2 Functions of Human Resources Policy**

Generally, Human Resources policy serves a number of functions in organizations.

Some of these are:

- i. It serves as a basis of guidelines for Human Resources Management activities;
- ii. It ensures uniformity in the conduct of Human Resources Management functions;
- iii. It ensures consistency in the conduct of Human Resources Management functions
- iv. It promotes fairness and justice in the conduct of Human Resources Management functions;
- v. It reduces subjectivity and bias in the conduct of Human Resources Management functions;
- vi. It reduces conflict and contradictory opinions in the conduct of Human Resources Management functions.

There are principles that need to be guided against for successful adoption of Human Resources Management policies. These include: Human Resources Management policy must be consistent with public policy, approved and authorized by the highest decision-making organ of the organization, and must be uniformly

interpreted and applied throughout the organization. Human Resources Management policy must not be rigid but should allow the operating managers some flexibility to enable them act confidently and decisively on matters as they come up, provide them with a base for consistency, integrity and respectability when dealing with workers, workers' unions and other external bodies handling labour matters.

## **2.7 Staff Recruitment, Selection and Placement**

Recruitment, selection and placement constitute a very vital function of Human Resources Management and they are different phases of the same function. The word staff recruitment is at times, used to cover the three phases. The purpose of staff recruitment is to fill vacancies in organizations. Before recruitment, it is necessary to carry out what is referred to as job evaluation. Job Evaluation is the process of comparing, ranking, and evaluating jobs by the use of specific qualitative or quantitative factors, such as mental and physical skills, degrees of responsibility, and working conditions. It is important to note that it is the job, and not the person performing it, that is evaluated. An evaluation acceptable to an employer and an employee can then be used as a basis for determining pay and terms of employment. Consequent upon job evaluation, there is what is also called job description. Job Description is a document that states what duties have to be performed by a worker holding a particular job and what place that worker holds within the organization. For example, a job description may state that a secretary must undertake word processing and keyboarding tasks, as well as answer the telephone and keep a diary for his or her boss. It should state who his or her superior in the organization is and whether or not the secretary is in charge of any other workers. Job descriptions are often prepared when a new worker is being recruited. When appropriate job evaluation has been

carried out and recruitment decision is made, then the stage is set for recruitment, selection and placement of workers

However, it should be noted that vacancies occur in organizations as a result of the following: there is expansion and organizations need to take more staff; a staff resigns; a staff dies; a staff is re-deployed; staff establishment is revised upwards to normalize a situation of inadequate staffing; a staff is summarily dismissed; a staff's appointment is terminated; a staff retires after clocking certain age or length of service; a staff abandons employment; a staff is invalidated as a result of poor health; there is structuring, called by different names such as retrenchment/ downsizing/right-sizing and so on.

### **2.7.1 Recruitment and Selection Process**

Recruitment refers to the overall process of identifying, sourcing, screening, short listing, and interviewing candidates for jobs (either permanent or temporary) within an organization <sup>22</sup>. Recruitment can also refer to the processes involved in choosing individuals for unpaid roles, whereby managers, human resource generalists and recruitment specialists may be tasked with carrying out recruitment <sup>26</sup>. However, in some cases public-sector employment, commercial recruitment agencies, or specialist search consultancies are used to undertake parts of the process. Internet-based technologies which support all aspects of recruitment have become widespread, including the use of artificial intelligence.

Selection involves the use of one or more methods to assess applicant's suitability in order to make the correct selection decision and can be alternatively seen as a process of rejection as it rejects a number of applicants and select only a few applicants to fill the vacancy<sup>22,8</sup>, also described selection as the process of choosing the most suitable candidate for the vacant position in the organization. In other words,

selection means weeding out unsuitable applicants and selecting those individuals with prerequisite qualifications and capabilities to fill the jobs in the organization.

According to the work by<sup>27</sup>, the process of recruitment does not cease with the application of candidature and selection of the appropriate candidates but involves sustaining and retaining the employees that are selected. The recruitment process should inform qualified individuals about employment opportunities, create a positive image of the company, provide enough information of the jobs so that applicants can make comparisons with their qualifications and interests, and generate enthusiasm among the best candidates so that they will apply for the vacant positions.

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Recruitment and Selection process is an expensive process, so it is not something organizations want to put time and money into just to find they have hired somebody who is not suitable. It is vital that organizations get the process right the first-time round, because resources are scarce enough as it is. Selecting the right applicant can be a difficult task, but at the end of the day, the organization's reputation is held by the people it employs.

### **2.7.2 Recruitment**

Recruitment can be defined as a process of creating a pool of persons who are willing and available to work for a particular organization.

It is a process of attracting and inviting applicants to come and fill the job openings in an organization and the process ends at a point where you are able to put people together for selection.

It is an array of organization practices and decisions used to affect the number of types of individuals who are willing to apply for, or accept employment in an organization.

It is a process of attracting a sufficient number of individuals with the right profile in terms of qualification, experience, skills and other relevant attributes to indicate their interests in working for the organization.

There are two basic activity areas in this phase namely Posting of Vacancies or Advertisement of vacancies and Submission of applications/competition of forms.

This is the stage at which applicants are made aware of existing vacancies in organizations and are requested to react by submitting their applications and resume usually within a time frame. The process involves spelling out the job and applicant specifications, vacant positions, job responsibilities, mode of application, time frame and other conditions of employment.

Traditionally, this process involves the use of handbills placed in public institutions like Post Office, banks, recruitment centers, organizations' notice boards, radio, television, newspapers. In response, applicants would package their applications and credentials (hard copies) and submit such either personally, send through courier services, or post through the Post Offices to the appropriate officer. However, with the emerging ICT, employers now place their vacancies on their websites, Internet job boards or professional/career Web sites and request job applicants to respond by sending soft copies of their applications, credentials and curriculum vitae to the website stated. This modern approach has lots of advantages

but it also comes with a lot of challenges especially for applicants in less developed societies where access to the internet is still a luxury.

### **2.7.3 Selection**

This is a process through which those who are recruited as candidates are winnowed down to the few who are hired. It can also be defined as a process of actually choosing the best candidates from those recruited.

- Selection is a systematic effort to identify the most suitable candidates to fill identified positions and the processes involved, vary from organization to organization.
- Basic activities: The basic activities involved in the selection process often include (sorting and short listing, selection test, main interviews, reference checks, medical examination, offer and acceptance.)

With the expiration of the deadline within which applicants should submit their applications, the next stage is for recruiters to sort the applications so as to determine those to be shortlisted for consideration. Such applications are sorted into three categories namely: Suitable, Possible and Unsuitable. Traditionally, this stage was done manually and could take a long time before it could be completed. It is cumbersome and the rate of accuracy is usually low. Today the computer is used to conduct this stage and it makes it faster and more accurate.

The next activity is the written test. This is a process of testing the intelligent quotient and mental skills of applicants. Depending on a number of factors which include organizations' recruitment policy, vacant positions etc., some recruiters/organizations do not conduct written tests for applicants. For those who use selection tests, many

kinds of tests have been developed to help employers select good employees. According to <sup>28</sup> and <sup>29</sup>, literacy tests, skill tests, psychological measurement tests, honesty tests are the major categories. They argue further that when carefully developed and properly administered, employment test allows employers to predict which applicants have the ability to do the job in question, who can learn in training and who will likely stay when employed.

After the written text comes the oral interview stage. While tests may not be adopted by all employers during the recruitment process, interviews have been found to be a universal exercise to decide on whom to employ into organizations. Selection interview is done both to obtain additional information and to clarify information gathered earlier about the applicants. Typically, interviews are conducted at two levels: first as an initial screening interview simply to see if the person has minimum qualifications, and then later, as an in-depth interview perhaps involving HR staff members and operating managers in the departments where the individuals will work.<sup>29</sup>, identify two categories of interview: structured interviews which comprise of biographical, competency, situational interviews; and secondly, the less structured or unstructured category. There are other types which include stress interviews, team interviews, and panel interviews and so on.

Oral interviews provide the opportunity for both the recruiter and the applicants to interact, discuss further and probably conclude the employment contract. This affords the recruiter of having physical assessment of the applicants with a view to further determining the suitability of applicants for the positions under consideration.

The next stage is the physical examination of applicants. This is the stage at which candidates provisionally selected are required to report at a medical Centre for

tests and screening with a view to determining their health conditions. The cost of such medical tests is borne by the employer and the report provides more information about the candidate. Medical information on applicant may be used to determine their physical and mental capabilities for performing jobs. The medical examinations serve other purposes which include discovering any medical limitations in respect of the applicants; to establish a record and baseline of the applicants' health for future insurance or compensation claims; to detect any possible communicable diseases that may be unknown to the applicants; and to reduce absenteeism and accidents. Physical standards for jobs must be realistic, justifiable and geared to the job requirements. Workers with disabilities can perform satisfactorily in many jobs. However, in many places, they are rejected because of their disabilities, rather than being screened and placed in appropriate jobs

There is also the reference check stage. This stage provides an opportunity for managers or recruiters to have usually, a confirmatory knowledge about job candidates. Candidates provide the names of previous employers and then prospective employers contact such previous employers to provide information on the candidates. According to<sup>30</sup>, there are two types: the factual check and the character reference. The factual check is the confirmation of facts the candidates have presented to the prospective employer. This normally follows the employment interview and decision to offer a post. It simply confirms that the facts are accurate. On the other hand, character reference is such that the prospective employer asks for an opinion about the candidate usually before the interview so that information gained can be used in the decision-making phase. Whichever method is being adopted, it requires the prospective employer to communicate with the previous employers and/or an individual whose name is given by the candidate.

#### **2.7.4 Placement and Induction**

After the candidates have successfully crossed over the medical and reference checks, they are then in the last phase. This phase is the implementation of the decision made concerning the applicant. It involves releasing a formal letter of appointment to the applicant and the applicant confirming in writing his acceptance of such an offer. In the past, this phase was conducted through physical contacts, through courier services, dispatch riders and postal system. These means are prone to so many disadvantages such as slowness and delays, safety and so on.

Placement refers to the actual posting of selected candidates where they are expected to carry out their functions. In a more technical term, this stage is referred to as the on-boarding and orientation stage.

When negotiations are completed and the Job offer is accepted, the next step is on-boarding of the new hire. Traditionally, this stage was conducted physically and requires the new hires to assume duties and for him to undergo an induction process face-to-face throughout the entire stage. Some companies use this process to strengthen their brand image by conveying an excellent first impression to their new talents.

Placement is followed by induction. Induction is a process of receiving a new employee into the organization. It is a process of telling him “this is us” and these are the ways we do things here. It is a process of introducing the new worker to the organization, colleagues, policies, rules etc. The purpose is to help him adjust to the organization and new responsibility. The actual processes depend on the organization. Additionally, orientation programs are effective in introducing new employees to the organization environment and work culture and to ensure effective integration. The

length and nature of the orientation depends on the nature of the job itself and the organization. If orientation programs are conducted, orientation schedules are included as part of the welcome package. Calendars of managers who will be conducting the orientation program are updated simultaneously. This ensures smooth orientation to the company for the new employee as well as allows managers to efficiently manage the on-boarding process. Costs of turnover are reduced, and the new hire is given the opportunity and support to reach productivity within a shorter time. With this, the staff recruitment process is completed.

### **2.7.5 Internal vs External Recruitment**

The discussions so far are in respect of external recruitment, which is a process of bringing workers from outside the organization. The other type is called internal recruitment and this involves focusing on workers who are already in employment with the organization. The two types of recruitment have their advantages and disadvantages and the decision to use either depends on a number of factors which include the following:

Recruitment could be internal or external, and the decision to use either or combination of these depends on the following: Organization policies; Level of position(s) to be filled; Cost involved in the process; Hiring time i.e. how urgent is the new worker needed? Number of job positions to be filled; Skills and experiences required (whether they are available internally; Business strategy and so on.

#### **Internal**

##### **Advantages:**

- Morale of the promote is always high
- The firm can better assess a candidate's abilities
- Recruiting costs are lower for some jobs.

- The process is a motivator for good performance
- The process causes a succession of promotions

**Disadvantages:**

- In-breeding occurs
- no new blood
- Those not promoted may experience morale problem
- Employees may engage in political in-fighting for promotion
- A management development programme is needed.

**External**

**Advantages:**

- New blood brings new perspectives/ ideas
- Training new hire is likely cheaper and faster because of previous external experience
- The new hire has no group of political supporters in the organization
- The new hire may bring new industry experience

**Disadvantages:**

- The firm may not select someone who will fit the job or organization (recruitment error)
- The process may cause morale problem for internal candidates
- The new hire may have a longer period of adjustment/orientation
- Recruitment cost could be higher

**2.8 Performance Appraisal**

In every organization, there are ways in which management assess or evaluate how their targets, objectives or goal. In this study session we, we shall focus on Staff Evaluation also known as Performance Appraisal. In doing this, we shall look at the

purposes, methods, principles, pitfalls of Performance Appraisal. We shall also discuss appraisal interview as a necessary ingredient of the appraisal system.

### **2.8.1 Meaning of Performance**

Appraisal Performance appraisal is an important functional activity of Human Resource Management and it is receiving more serious attentions in the contemporary world in both private and public sectors. Workers are employed by organizations for the purpose of performing certain tasks which are instrumental to the achievement of organizational goals. Periodically, the organization is interested in reviewing the worker's performance in order to know how far he has been able to meet the targets set and the level of compliance with laid down criteria. Such review is referred to as Performance Appraisal. To appraise is to judge the worth, quality or condition of something or to find out its value. When applied to performance, it is to assess worker's output over a period of time with a view to improving such level of performance. The concept is sometimes referred to as staff appraisal, employee evaluation, performance rating or performance evaluation. Whatever name it is called, the main idea is that it helps to find out where the employee is, compared to where he is expected to be.

<sup>31</sup>, defined performance appraisal as a process of reviewing an individual's performance and progress in a job and assessing his potential for future promotion.<sup>4</sup>, also defined it as the systematic description of an employee's job relevant strengths and weaknesses. He went further to describe it as a complex and often misunderstood process and in highlighting this complexity, he sees it as an exercise in observation and judgment, a feedback process, and organizational intervention, a measurement process as well as an intensely emotional process.

It is a process of evaluating performance to encourage workers' motivation, and to provide information to be used in managerial decisions. <sup>32</sup>, supported the views that it is important that members of the organization know exactly what is expected of them and the yardsticks by which their performance and results will be measured. A formalized and systematic appraisal will enable a regular assessment of the individual performance, highlight potential and identify training and development needs. Performance appraisal is therefore a crucial activity of the personnel function and the management of human resources.

<sup>33</sup>, defined it as the process of evaluating employee performance in relation to expectations and providing feedbacks. Performance appraisal compares an individual's job performance against standard or objectives developed for the individual position.

From the analysis of the definitions given by various scholars, it could be seen that performance appraisal involves crosschecking an employee's level of achievement in relation to what is expected of him. In other words, performance is measured against the given yardsticks. The definitions are more succinctly summarized by Aluko who categorized the essence of appraisal into two – judgmental and developmental orientation. While judgmental orientation focuses on past performance and provides a basis for making judgments, developmental orientation is concerned with improving future performance. These two broad categories are not mutually exclusive.

The above summary is also supported by Drucker's postulation that "to appraise a subordinate and his performance is part of the manager's job. Indeed, and unless he does the appraising himself, he cannot adequately discharge his responsibility for assisting and teaching his subordinates. His view as a whole is that

managers are responsible for achieving results. These results are obtained from the management of human, material and financial resources, all of which should be monitored. Monitoring means setting standards, measuring performance and taking appropriate actions.

Certain pre-requisites are fundamental to the success of performance appraisal. These include:

1. The employee must understand the tasks that comprise his job. In other words, responsibilities must be clearly defined.
2. Standard of performance must be clearly laid down and communicated to the employees.
3. Appraisal must be a continuous exercise. Managers must guide against the situation where at the end of the year, an employee is told that his work during the year is not satisfactory. The general reaction from such an employee could be “but I did not get any verbal or written warning during the year” and such reaction is quite understandable.

<sup>34</sup>, supported the above that the formal annual appraisal should not be a substitute for the periodic informal appraisal and that the periodic exercise gives the opportunity to correct deficiencies before the formal annual exercise. The periodic exercise makes the annual exercise easy and predictable as the employee has been receiving feedback throughout the year. He went further to conclude that the essence of the exercise is to evaluate the employee’s strengths and weaknesses and to take appropriate corrective or motivating actions.

He added that it is not an end in itself but a means to end. The end is to help the employee know his weaknesses and strengths and to help the employer to make some basic decisions on how to distribute organizational favours.

## 2.8.2 Purposes of Performance Appraisal

- I. To help a manager decide what increases of pay shall be given to employees on merit ground
- II. To determine the future use of an employee. For example, it aids decision on transfers, promotions, layoffs and so on.
- III. To identify training needs, that is, it shows areas of performance that need improvement through training.
- IV. To motivate the employee to do better on his job by giving him knowledge of results, recognition of merits and the opportunity to discuss his work with his manager.

It could be seen from the above that appraisal is concerned with utilization (future use) and with motivation (pay and feedback) Performance appraisal serves the following purposes:

- a. Appraisal of performance: assessing the extent to which objectives have been attained and what improvements could be made.
- b. Appraisal of potential: future development, strengths and weaknesses, further training needed the advisability of transfer and readiness for promotion.
- c. A salary review, usually in formal terms.

<sup>18</sup> highlighted the purposes of performance appraisal as follows:

- a. To provide an opportunity for the manager or supervisor and the subordinates to review the latter's work in light of the objectives set. This two-way communication would eventually improve relations between the boss and the subordinates.

- b. It would encourage the manager think analytically about his subordinates and their level of competence and ability. This would therefore assist him in planning his work.

<sup>35</sup>, summarized the several reasons why appraisals are carried out in an organization as follows:

- To identify an individual's current level of job performance.
- To identify employee's strengths and weaknesses.
- To enable employees, improve their performance.
- To provide a basis for rewarding employees in relation to their contributions to organizational goals:
- To motivate individuals.
- To identify potential performance.
- To provide information for succession planning.

According to<sup>32</sup>, the underlying objective of performance appraisal is to improve the performance of individual leading to improvement in the performance of the organization as a whole. The scheme offers a number of potential benefits to both the individual and the organization:

- It can identify an individual's strengths and weaknesses and indicate how such strengths may best be utilized and weaknesses overcome.
- It can help to reveal problems which may be restricting progress and causing inefficient work practices.
- It can develop a greater degree of consistency through regular feedback on performance and discussion about potential. This encourages better performance from staff.

- It can provide information for human resources planning, to assist succession planning, to determine suitability for promotion and for particular types of employment and training.
- It can improve communications by giving staff the opportunity to talk about their ideas and expectations, and how well they are progressing.
- The scheme can also improve the quality of working life by increasing mutual understanding between managers and their staff.

Performance Appraisal is useful and beneficial to: -

- a. The employee: this is by assisting him to evaluate his performance and in the process, identify opportunities, learn to reinforce and build on his strengths as well as address and eliminate his weaknesses for career growth and self-development for future challenges.
- b. The company: for a better and more efficient way of running the business through an optimal utilization of its human resources which could guarantee the continued growth, survival and relevance of the organization to the dynamics of stake holders' expectations.

<sup>33</sup>, equally highlighted the purposes of performance appraisal as follows:

- a. Providing a basis for reward allocation including raises, promotions, transfers, layoffs and so on.
- b. Identify the effectiveness of employees.
- c. Validating the effectiveness of employee selection procedures
- d. Evaluating or appraising previous training programmes.
- e. Facilitating future performance improvement.
- f. Developing ways of overcoming obstacles and performance barriers.
- g. Identifying training and development opportunities.

- h. Establishing superior-employee agreement on performance expectations.

## **2.9 Empirical Review**

<sup>35</sup>, examined the recruitment and selection strategy on the employee performance in the real sector using descriptive survey research design. The inferential statistics used is the “one sample T-test” to find the level of relationship between recruitment/selection strategy and employee performance. The study revealed that the use of recruitment agency and internal employee recommendation in the recruitment/selection process enables organization to recruit committed and productive employees while the recruitment through the influence of host community leads to organizational inefficiency.

<sup>36</sup>, examined the effect of the implementation of the recruitment and placement of employee’s selection and its impact on the performance of employees of PT Sriwijaya Air Jakarta. The analytical method used is the method of path analysis. The results showed that recruitment and selection variables influence significantly on the placement of employees. Likewise, the employee placement variable influence significantly on the performance of employees of PT Sriwijaya Air Jakarta.

<sup>37</sup>, undertook a study on the recruitment and selection process of Airtel. The study presented several recommendations, the most important of which was the necessity of effective human resources management in the organization that depends on the effectiveness of many other human resources activities such as selection and training on the quality of new employees who are attracted through the recruitment process. Also, on raising awareness about the risk of wrongful appointments, management must obtain specific training on the recruitment process. Finally, an improvement in organizational results was observed as a result of improved recruitment and selection strategies. More effectively, the more organizations recruit

and choose candidates, the more likely they will be recruited and retained. In addition, the effectiveness of the enterprise selection system can affect low business outcomes, such as productivity and financial performance. Therefore, money investment is spent on developing a comprehensive and valid selection system.

<sup>38</sup>, examined the recruitment and selection practices in business process outsourcing industry. The study revealed that no organization can survive without giving importance to its employees. Moreover, the adoption of different business models, best practices and strategies are the motto that the institution must follow to retain its employees, as well as achieving reasonable expectations for employees must be an ongoing process.

<sup>39</sup>, in their evaluation of human resources development (HRD) in Nigerian Universities, analyzed a multi-respondent survey of 29 government-owned universities and 15 private universities in Nigeria. The results of the study indicate an impressive moderate adoption of SHRM practices in the Nigerian university system; also, the extent of adoption is mostly a function of whether the university is government-owned or run by private investors. The results also showed that there is indeed a significant difference between the level of Human Resources Development alignment, training and development, career planning system, and employee participation in government-owned universities and private universities in Nigeria.

<sup>40</sup>, using a sample of banks, examined the impact of Human Resources Management effectiveness (ratings of how effective a variety of human resource practices were performed) on a number of performance variables. They found that HRM effectiveness was directly related to employee turnover, and the relationship between these measures and return on equity was stronger among banks with higher capital intensity.

<sup>41</sup>, evaluated the challenges in the recruitment and selection Process. The results provided comprehensive and representative research by involving more participants from each organization in this sector. This will greatly enhance the empirical knowledge base on employee selection as well as provide valuable insights and comparisons on perceptions of talent acquisition between different sectors. This study makes a valuable contribution to developing a more comprehensive understanding of talent acquisition and staff selection in the recruitment process.

<sup>42</sup>, examined the recruitment and selection process at the workplace: A Qualitative, Quantitative, and Experimental Perspective of Physical Attractiveness and Social Desirability. The result of the analysis showed that all three studies and data analysis, and found that physical attractiveness does not play a role in the selection and employment process. Individually, this review will help shed light on theories on the factors that affect the recruitment process. The results of this review will also guide all future studies on how appearance, confidence, communication skills and resumption of clarity play an important role in the recruitment process rather than physical or facial attractiveness.

<sup>43</sup>, assessed the extent to which managing effective recruitment and selection process enhance organizational performance in Kano Electricity Distribution Company (KEDCO). The study used interview and questionnaire instrument to collect data from the sample size of 288 respondents, 20 management staff of Kano Electricity Distribution Company (KEDCO) head quarter was also interviewed. The secondary source of data used in this study include publications such as Journals, conference papers, gazette, circulars unpublished dissertation and internet data. Both descriptive and inferential statistics were used in presenting and analyzing the data for the study. The study found a significant relationship between effective recruitment

strategy and organizational performance in Kano Electricity Distribution Company (KEDCO). The study recommended among others that vacancies should always be given wide publicity during the recruitment process. This will give equal opportunity to all applicants instead of concentration on only few sources of recruitment. The management should expedite action to address the issue of improper placement during the recruitment process; this will help boost employee morale and improved the organizational performance.

<sup>44</sup>, undertook a study on Human Resources Trends in recruitment and selection process in Non-Banking Financial Companies in Kanniyakumari district. The study revealed that the recruitment process and selection among employees of non-banking financial companies have a positive importance, however, regarding their job satisfaction, the company still has to enhance the level of employment in new formulas for employment of qualified employees in the coming time period.

<sup>45</sup>, investigated the nature of the effect of Human Resources Management practices on organizational performance. The study sought to determine whether the effect of human resource management practices on organizational performance is direct or indirect through employee motivation, and whether employee cultural orientations moderate the relationship between strategic human resource practices and employee motivation. Using regression analysis, the results indicated that all the variables of Human Resources Management practices, except recruitment and selection were positive and significantly correlated with performance.

<sup>46</sup>, investigated the Internship report on the recruitment and selection process of BRAC Bank LTD. (BBL). It was revealed that the need to give more facilities to the trainees, and the most important goal was that they should search for quality instead of quantity in the case of selecting or employing employees sometimes to

achieve the goal and incentive, they choose some unqualified people who cannot bear the workload and fall into depression and finally expel them from the organization. The report made several recommendations, the most important of which was that some procedures could be computerized via the Internet so that some work is reduced and opportunities for manual errors are reduced.

<sup>47</sup>, investigated the recruitment and selection procedures in organizations, and finding out the methodologies that are involved in the process. Data was collected and Statistical Package for Social Sciences (SPSS) version 23 was used as the statistical analysis tool while descriptive statistics were calculated and used in the interpretation of findings. The population of this study is approximately 220 employees of telecommunication organizations. Data for the research paper was collected through a questionnaire paper distributed to employees working at Telecom Companies. The researchers found that there is no difference in candidates' race and gender in internal promotion at Telecommunication Companies in Erbil-Kurdistan, as well as the majority of participants believed that selection methods used (application forms, assessment centers, psychometric tests, interviews, curriculum vitae (CV) data, references, group interviews) are important.

<sup>48</sup>, examined the recruitment and selection process on employee performance in University of Ibadan. The study population was the University of Ibadan, teaching and non-teaching staff, male (mean = 26.39, SD = 4.47), female (mean = 26.73, SD = 5.63). The covid-19 pandemic necessitated online questionnaire administration to the participants using Google form. It was found that there was significant relationship between recruitment, selection, placement and employee performance; there was significant joint influence of recruitment, selection and placement on employees' performance; there was significant independent influence of placement and employee

performance, there was no significant independent influence of recruitment and selection on employee performance.

<sup>49</sup>, investigated the effect of recruitment and selection on organizational performance of St. Mary University (SMU). Both descriptive and explanatory research design was adopted. The research approach which used for this study was quantitative in nature. Administrative Employees from SMU different branches were the study's target group. From 220 total populations, 142 were selected Administrative Employees of SMU, to undertake the study. Questionnaire was distributed to 142 employees and the respondents were found valid for analysis. Correlation analysis and linear regression was used to analyze the gathered data. The results of the study indicate that there is a significant relationship between recruitment and selection and organizational performance in ANY.

<sup>50</sup>, evaluated High-performance human resource management practices and readiness for change: An integrative model including affective commitment, employees' performance, and the moderating role of hierarchy culture. The study made use of a sample of 510 bank employees in Jordan, this study seeks to analyze how high-performance human resource management practices and affective commitment impact employees' readiness for change. We also seek to study the role of readiness for change in improving employee performance. The results obtained through statistical analysis demonstrate a positive association between some high-performance human resource management practices with both affective commitment and readiness for change. Results also show a positive relationship between affective commitment and readiness for change. It was also found that readiness for change is positively related to employees' individual performance. Finally, the findings show

that hierarchy culture positively moderates the relation of high-performance human resource management practices with affective commitment.

## **2.10 Gaps Identified in the Literature**

Several researchers have assessed the effect of human resources management and organizational performance, using different techniques. The findings of some studies revealed that Human Resources Management has significant effect on organizational performance while some reveals no significant effect.

In Nigeria, there have been few empirically feasible studies on effect of human resources management and performance of tertiary institutions. Some of these were studies conducted by,<sup>51, 52, 53, 54, 40, 55, 56.</sup>

In other countries, studies carried out on the subject matter were,<sup>57, 58, 59, 60, 61, 62, 63, 64, 65.</sup>

Various studies such as the studies of <sup>52, 53, 54, 55, 66,</sup> have been conducted to examine the relationship between human resources management and employee's performance in both the manufacturing and financial sector, however a huge gap still exists in developing country like Nigeria, whereby there are only a few studies on Human Resources Management in relation to the hospitality sector, unlike the vast bank of studies regarding Human Resources Management in the manufacturing and financial sector. Also, most of the studies on Human Resources Management in the hospitality sector were evaluated in earlier years, however, this study will be updating these previous by looking at how Human Resources Management related activities as influence employees and organizational performance in the recent years, up to the year 2022.

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## **Chapter Three**

### **Methodology**

#### **3.1 Introduction**

In this chapter, an account of the methods adopted in achieving the research objectives were discussed, taking into consideration the type of information, data

collection technique, the research instrument, the population, sample size and sampling procedure, data analysis method, and test for validity and reliability.

### **3.2 Research Design**

The study adopted a survey research design in order to gather information through the administration of questionnaires to the members of staff in the organization under study. Also, a personal interview was conducted to get more information from the respondents.

### **3.3 Population**

The population of this study covered all twenty-five (25) members of staff at E-Phoenix Hotels Ilorin at the time of this study.

### **3.4 Sample Size and Sampling Selection Technique**

The study adopted a simple random sampling technique whereby all the members of the study population were equally probable of being selected. There are 25 members of staff and 100% were considered as the sample size.

### **3.5 Method of Data Collection**

The principal instrument used for collecting data for this study was well-structured questionnaires designed to reflect five (5) point Likert like scale ratings; Strongly Agree (5), Agree (4), Undecided (3), Disagree (2) and Strongly Disagree (1), distributed to twenty-five (25) members of staff of E-Phoenix Hotels Ilorin.

The questionnaires were in form of closed-ended (or structured) questions in which respondents were asked to make one or more choices from a list of possible responses and also a rating scale where the respondents were given a continuum of labelled categories that represented the range of responses. The questions were designed in a manner that provided answers to the objectives of the study.

The Likert scale were used to structure some of the questions and the other questions in the form of multiple choices. Likert scales were adopted because multiple choices are easy to code and easy to analyses. Also, in order to make it much easier, simple words were used to construct the questions, in an effort to make them easier to understand and answer. The questions used in developing the questionnaires are not just random questions, but questions relating to the subject matter of this study, which was derived from the statement of problem.

### **3.6 Reliability and Validity Tests**

For the reliability and validity of the research instrument for this study, structured questions were used for the self-completion questionnaires and for the interviews. In order to enhance the validity of the results, the questionnaire and the interview responses were checked against other sources of data. These other sources of data include; among others, personal experiences and observation, and experts' advice. Others are published documents, textbook, article, journals and internet sources.

### **3.7 Method of Data Analysis**

Descriptive statistics were used in analyzing the data collected. Parameter such as frequency and percentages, as well as Pearson Chi-square analysis were employed to show the relationship between different variables that will help to explain the role of Human Resources Management on Employee Performance in the Hospitality Industry, a case study of E-Phoenix Hotels Ilorin.

### **3.8 Model Specification**

A model is employed to estimate the combined effect of human resources development proxies on Employee performance proxy.

$$EP = \alpha + \beta_1TD + \beta_2RS + \beta_3MS + \mu$$

Where;

EP = Employee Performance (Dependent variable)

Independent variables are;

TD = Training and Development

RS = Recruitment and Selection MS = Management Supervision  $\mu$  = Error term

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## **Chapter Four** **Result and Discussion Findings**

### **4.1. Introduction**

This chapter comprised the response rate of the questionnaires administered, the presentation of the responses gotten from the questionnaire in frequency table, the

result from the hypotheses tested, as well as the discussion of the findings obtained from this study.

#### **4.2 Response Rate of Questionnaire Survey**

In the previous chapter, it was mentioned that questionnaires would be distributed to the members of staff at E-Phoenix Hotels Ilorin, of which 25 staffs which was the population size was as well considered as the as the sample size, due to their small and manageable size. From the sample size, only twenty-three (23) staffs responded to the questionnaires distributed to them, amounting to a return rate of 92%. The returned and unusable questionnaires as a result of not being filled properly amounted to 3 questionnaires with an unusable percentage of 13.04%, while 2 questionnaires were not returned with an unreturned rate of 8%. However, the valid response rate from the 23 returned and usable questionnaires amounted to 75.19%, which was ideal as a result of being above 50% response rate.

The table 4.1 below showed a glanced view of the response rate from the questionnaires administered to the respondents.

**Table 4.1 Response Rate of Questionnaire Survey**

<b>Response</b>	<b>Frequency</b>	<b>Percentage (%)</b>
No. of questionnaires administered	25	100.00
Returned questionnaires	23	92.00
Returned and unusable questionnaires	3	13.04
Questionnaires not returned	2	8.00
<b>Valid response rate</b>		<b>75.19</b>

**Field Survey (2022)**

### 4.3 Respondents Demographic Profile

Table 4.2 below contained the gender distribution of the respondents and it was revealed that there were more female respondents than their male counterparts with a frequency of 12 (60%) and male with a frequency of 8 (40%). Also, the age distribution showed the age bracket of the respondents, it was revealed that the age bracket of 21-25 years was more among the staffs with a frequency and percentage of 10 (50%) and the least of the age group among the respondents fell between the age bracket of 16 - 20 years with a frequency 4 (20%). Likewise, the level of the employee within the organization was analyzed in table 4.2, and it was shown that 15 (75%) of the respondents were junior staffs, while only 5 (25%) of the respondents claimed to be senior staff in the organization.

**Table 4.2 Respondents Demographic Profile**

<b>Variables</b>	<b>Respondent Profile</b>	<b>Frequency</b>	<b>Percentage (%)</b>
Sex	Male	8	40
	Female	12	60
	<b>Total</b>	<b>20</b>	<b>100</b>
Age	16-20	4	20
	21-25	10	50
	26 and above	6	30
	<b>Total</b>	<b>20</b>	<b>100</b>
Position	Junior Staff	15	75
	Senior Staff	5	25
	<b>Total</b>	<b>20</b>	<b>100</b>

Field Survey (2022)

#### 4.4 Data Presentation and Interpretation

**Table 4.3: Effective training and development exercise ensures that the very best employee potential is identified, engaged and brought into the business.**

The table below showed that 14 (70%) of the respondent strongly agreed, 5 (25%) agreed, while only 1 (5%) of respondents was undecided. It was therefore agreed that effective training and development exercise ensures that the very best employee potential are identified, engaged and brought into the business.

**Table 4.3: Effective training and development exercise ensures that the very best employee potential is identified, engaged and brought into the business.**

<b>Variables</b>	<b>Frequency</b>	<b>Percentage (%)</b>
Strongly agree	14	70
Agree	5	25
Disagree	-	-
Strongly disagree	-	-
Undecided	1	5
<b>Total</b>	<b>20</b>	<b>100</b>

Field Survey, 2022

**Table 4.4: The goal of training and development exercise is to create a wide pool of experienced workforce for the actualization of the organization goals.**

The table below revealed that 8 (40%) of the respondents strongly agreed, 3 (15%) agreed, 2 (10%) disagreed, 3 (15%) strongly disagreed and while 4 (20%) of the respondents were undecided. It was concluded that the goal of training and development exercise was to create a wide pool of experienced workforce for the actualization of the organization goals.

**Table 4.4: The goal of training and development exercise is to create a wide pool of experienced workforce for the actualization of the organization goals.**

Variables	Frequency	Percentage (%)
Strongly agree	8	40
Agree	3	15
Disagree	2	10
Strongly disagree	3	15
Undecided	4	20
<b>Total</b>	<b>20</b>	<b>100</b>

Field Survey, 2022

**Table 4.5 An efficient human resources department should encourage the training and development of their staffs, both at the individual level and organizational level.**

The table below showed that 14 (70%) of the respondents strongly agreed, 3 (15%) agreed, 2 (10%) disagreed and only 1 (5%) respondent strongly disagreed. It was therefore concluded that an efficient human resources department should encourage the training and development of their staffs, both at the individual level and organizational level.

**Table 4.5: An efficient human resources department should encourage the training and development of their staffs, both at the individual level and organizational level.**

<b>Variables</b>	<b>Frequency</b>	<b>Percentage (%)</b>
Strongly agree	14	70
Agree	3	15
Disagree	2	10
Strongly disagree	1	5
Undecided	-	-
<b>Total</b>	<b>20</b>	<b>100</b>

**Field Survey, 2022**

**Table 4.6 A poorly organized human resources department will have a devastating effect on staff's performance in carrying out their duties.**

The table below showed that 4 (20%) of the respondents strongly agreed, 10 (50%) agreed, 5 (25%) disagreed and 1(5%) were undecided. It was agreed that a poorly organized human resources department would have a devastating effect on staff's performance in carrying out their duties.

**Table 4.6**

<b>Variables</b>	<b>Frequency</b>	<b>Percentage (%)</b>
Strongly agree	4	20
Agree	10	50
Disagree	5	25
Strongly disagree	-	-
Undecided	1	5
<b>Total</b>	<b>20</b>	<b>100</b>

**Field Survey, 2022**

**Table 4.7 A sound and effective human resources department should be capable of identifying the employees who are lacking in knowledge, ability and proficiency.**

The table below showed that 6 (30%) of the respondents strongly agreed, 8 (40%) agreed, 2 (10%) disagreed, and 4 (20%) were undecided. These responses served as the basis of the conclusion that a sound and effective human resources department would be capable of identifying the employees who are lacking in knowledge, ability and proficiency.

**Table 4.7 A sound and effective human resources department should be capable of identifying the employees who are lacking in knowledge, ability and proficiency.**

<b>Variables</b>	<b>Frequency</b>	<b>Percentage (%)</b>
Strongly agree	6	30
Agree	8	40
Disagree	2	10
Strongly disagree	-	-
Undecided	4	20
<b>Total</b>	<b>20</b>	<b>100</b>

**Field survey, 2022**

**Table 4.8 Adequate staff recruitment and selection process will ensure that the best employees are stationed in the right position where their potential will be utilized to the fullest.**

The table below showed that only 3 (15%) of the respondents strongly agreed, 9 (45%) agreed, 3 (15%) disagree, 2 (10%) strongly disagree and 3 (15%) undecideds. It was therefore concluded that adequate staff recruitment and selection process would ensure that the best employees are stationed in the right position where their potential would be utilized to the fullest.

**Table 4.8: Adequate staff recruitment and selection process will ensure that the best employees are stationed in the right position where their potential will be utilized to the fullest.**

<b>Variables</b>	<b>Frequency</b>	<b>Percentage (%)</b>
Strongly agree	3	15
Agree	9	45
Disagree	3	15
Strongly disagree	2	10
Undecided	3	15
<b>Total</b>	<b>20</b>	<b>100</b>

**Field survey, 2022**

**Table 4.9 The achievement of faster levels of growth in the conditions of the hotel can be hindered if the wrong individuals are employed as the staff of the organization.**

The table below showed that only 8 (40%) of the respondents strongly agreed, 6 (30%) agreed, 3 (15%) disagree, 1 (5%) strongly disagree and 2 (10%) were undecided. It was evidenced from the responses that the achievement of faster levels of growth in the conditions of the hotel can be hindered if the wrong individuals are employed as the staff of the organization.

**Table 4.9: The achievement of faster levels of growth in the conditions of the hotel can be hindered if the wrong individuals are employed as the staff of the organization.**

Variables	Frequency	Percentage (%)
Strongly agree	8	40
Agree	6	30
Disagree	3	15
Strongly disagree	1	5
Undecided	2	10
<b>Total</b>	<b>20</b>	<b>100</b>

Field survey, 2022

**Table 4.10 Recruitment and selection process is an important aspect of human resources department and should not be taken with levity.**

The table below showed that 11 (55%) of the respondents strongly agreed, 4 (20%) agreed and 5 (25%) disagreed. It was strongly agreed that Recruitment and selection process is an important aspect of human resources department and should not be taken with levity.

**Table 4.10: Recruitment and selection process is an important aspect of human resources department and should not be taken with levity.**

Variables	Frequency	Percentage (%)
Strongly agree	11	55
Agree	4	20
Disagree	5	25
Strongly disagree	-	-
Undecided	-	-
<b>Total</b>	<b>20</b>	<b>100</b>

Field survey, 2022

**Table 4.11 The organization recruitment and selection policies can sometimes be an hindrance to the status and level of employees that could be employed during a recruitment and selection exercise.**

The table below showed that 8 (40%) of the respondents strongly agreed, 9 (45%) agreed, and 3 (15%) disagreed. It was therefore strongly agreed that the organization recruitment and selection policies can sometimes be an hindrance to the status and level of employees that could be employed during a recruitment and selection exercise.

**Table 4.11. The organization recruitment and selection policies can sometimes be an hindrance to the status and level of employees that could be employed during a recruitment and selection exercise.**

Variables	Frequency	Percentage (%)
Strongly agree	8	40
Agree	9	45
Disagree	3	15
Strongly disagree	-	-
Undecided	-	-
<b>Total</b>	<b>20</b>	<b>100</b>

**Field survey, 2022**

**Table 4.12. Adequate staff recruitment and selection process is very essential, as these staffs are charge with the immediate responsibility of ensuring the guests have one of the best experiences in terms of comfort.**

The table below showed that 9 (45%) of the respondents strongly agreed, 6 (30%) agreed, 3 (15%) disagreed, 1 (5%) strongly disagreed, and 1 (5%) undecided. It was concluded based on the responses that adequate staff recruitment and selection process is very essential, as these staffs are charge with the immediate responsibility of ensuring the guests have one of the best experiences in terms of comfort.

**Table 4.12: Adequate staff recruitment and selection process is very essential, as these staffs are charge with the immediate responsibility of ensuring the guests have one of the best experiences in terms of comfort.**

Variables	Frequency	Percentage (%)
Strongly agree	9	45
Agree	6	30
Disagree	3	15
Strongly disagree	1	5
Undecided	1	5
<b>Total</b>	<b>20</b>	<b>100</b>

**Field survey, 2022**

**Table 4.13 Effective monitoring of all employees will positively affect employee’s performance, as well as the performance of the organization as a whole.**

The table below showed that 6 (30%) of the respondents strongly agreed, 10 (50%) agreed, 2 (10%) of the respondents disagreed, while only 2 (10%) of the respondents were undecided. It was therefore strongly agreed that effective monitoring of all employees would positively affect employee’s performance, as well as the performance of the organization as a whole.

**Table 4.13: Effective monitoring of all employees will positively affect employee’s performance, as well as the performance of the organization as a whole.**

<b>Variables</b>	<b>Frequency</b>	<b>Percentage (%)</b>
Strongly agree	6	30
Agree	10	50
Disagree	2	10
Strongly disagree	-	-
Undecided	2	10
<b>Total</b>	<b>20</b>	<b>100</b>

Field survey, 2022

**Table 4.14: In order to achieve an optimal supervision, all employees should be evaluated or appraised on a regular basis.**

The table below showed that 11 (55%) of the respondents strongly agreed, 4 (20%) agreed, 2 (10%) disagreed, 1 (5%) strongly disagreed and 2 (10%) undecideds. It was strongly agreed that in order to achieve an optimal supervision, all employees should be evaluated or appraised on a regular basis.

**Table 4.14: In order to achieve an optimal supervision, all employees should be evaluated or appraised on a regular basis.**

<b>Variables</b>	<b>Frequency</b>	<b>Percentage (%)</b>
Strongly agree	11	55
Agree	4	20
Disagree	2	10
Strongly disagree	1	5
Undecided	2	10
<b>Total</b>	<b>20</b>	<b>100</b>

Field survey, 2022

**Table 4.15: Employees constant supervision will help ensure that the employees are working towards the betterment of the hotel, as well as giving the guests the best experience possible.**

The table below showed that 10 (50%) of the respondents strongly agreed, 5 (25%) agreed, 1 (5%) disagreed, 3 (15%) strongly disagreed and 1 (5%) was undecided. It was therefore concluded that employees' constant supervision would help ensure that the employees are working towards the betterment of the hotel, as well as giving the guests the best experience possible.

**Table 4.15: Employees constant supervision will help ensure that the employees are working towards the betterment of the hotel, as well as giving the guests the best experience possible**

Variables	Frequency	Percentage (%)
Strongly agree	10	50
Agree	5	25
Disagree	1	5
Strongly disagree	3	15
Undecided	1	5
<b>Total</b>	<b>20</b>	<b>100</b>

**Field survey, 2022**

**Table 4.16: Occasional reward system can as well help motivate and ensure that employees carry out their task with diligence, rather than constant supervision.**

The table below showed that 6 (30%) of the respondents strongly agreed, 7 (35%) agreed, 2 (10%) disagreed, 4 (20%) strongly disagreed, and 1 (5%) respondent was undecided. It was agreed that based on the responses that occasional reward system would help motivate and ensure that employees carry out their tasks with diligence, rather than constant supervision.

**Table 4.16.**

Variables	Frequency	Percentage (%)
Strongly agree	6	30
Agree	7	35
Disagree	2	10
Strongly disagree	4	20
Undecided	1	5
<b>Total</b>	<b>20</b>	<b>100</b>

**Field survey, 2022**

**Table 4.17: To ensure effective supervision, top management should visit the hotel on an impromptu basis, just to assess and appraise the state of the hotel.**

The table below showed that 8 (40%) of the respondents strongly agreed, 8 (40%) agreed, 3 (15%) disagreed, while 1 (5%) of the respondents was undecided. It was therefore concluded that impromptu visit of top management officials just to assess and appraise the state of the hotel would assist in making the supervision of the hotel effective.

**Table 4.17:**

<b>Variables</b>	<b>Frequency</b>	<b>Percentage (%)</b>
Strongly agree	8	40
Agree	8	40
Disagree	3	15
Strongly disagree	-	-
Undecided	1	5
<b>Total</b>	<b>20</b>	<b>100</b>

**Field survey, 2022**

#### **4.5 Test of Hypothesis**

The hypotheses in this study were tested for the existence of a relationship between Human Resource Management and Employee Performance, by applying Pearson Chi-Square, through the use of Statistical Packages for Social Sciences (SPSS) Version 21.

##### **Table 4.5.1 Restatement and Test of Hypothesis One:**

**Hypothesis 1: Training and development of staffs as part of the functions of human resources management cannot significantly influence the performance of employees at E-Phoenix Hotels Ilorin.**

This hypothesis intends to test whether training and development of staffs as part of the functions of human resources management, would significantly influence the performance of employees at E-Phoenix Hotels Ilorin.

**Decision Rule:**

Accept null hypothesis if  $x^2 > 5\%$  or 0.05

Reject null hypothesis if  $x^2 < 5\%$  or 0.05

From table 18 below the first hypothesis tested had a Pearson Chi-Square P value 0.000 which was lesser in comparison with the 5% level of significance used in this study, therefore, in line with the decision rule above, the null hypothesis one was rejected, while the alternate hypothesis one accepted. Therefore, it was concluded that training and development of staffs as part of the functions of human resources management, can significantly influence the performance of employees at E-Phoenix Hotels Ilorin.

**Table 4.18: Chi-Square Test One**

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	67.646 <sup>a</sup>	54	.000
Likelihood Ratio	46.964	54	.740
Linear-by-Linear Association	.153	1	.695
N of Valid Cases	20		

**Author's Computation (2022)**

**Table 4.5.2 Restatement and Test of Hypothesis Two:**

**Hypothesis 2: Human resources management cannot significantly aid the effective and efficient recruitment and selection process at E-Phoenix Hotels Ilorin.**

This hypothesis intends to test whether human resources management can significantly aid effective and efficient recruitment and selection process at E-Phoenix Hotels Ilorin.

**Decision Rule:**

Accept null hypothesis if  $x^2 > 5\%$  or 0.05

Reject null hypothesis if  $x^2 < 5\%$  or 0.05

From table 19 below it could be seen from the Pearson Chi-Square P value (0.010 or 1%) which was also lesser than the 5% level of significance used in this study, that human resources management would positively and significantly aid effective and efficient recruitment and selection process at E-Phoenix Hotels Ilorin. Therefore, according to the decision rule above, the null hypothesis two was also rejected while the alternate hypothesis was accepted.

**Table 4.19: Chi-Square Test Two**

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	65.162 <sup>a</sup>	25	.010
Likelihood Ratio	31.015	25	.513
Linear-by-Linear Association	.006	1	.675
N of Valid Cases	20		

**Author's Computation (2022)**

**Table 4.5.3 Restatement and Test of Hypothesis Three:**

**Hypothesis 3: Effective Human Resources Management supervision does not significantly affect employee's performance at E-Phoenix Hotels Ilorin.**

This hypothesis intends to test whether effective human resources management supervision significantly affects employee's performance at E-Phoenix Hotels Ilorin.

**Decision Rule:**

Accept null hypothesis if  $x^2 > 5\%$  or 0.05

Reject null hypothesis if  $x^2 < 5\%$  or 0.05

From the table 4.20 below it could be seen from the Pearson Chi-Square P value (0.005 or 0.05%) which was lesser than the 5% level of significance, that effective human resources management supervision significantly affects employee's performance at E-Phoenix Hotels Ilorin. This also led to the rejection of null hypothesis three, while alternate hypothesis three was accepted.

**Table 4.20: Chi-Square Test Three**

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	20.523 <sup>a</sup>	43	.005
Likelihood Ratio	26.035	43	.320
Linear-by-Linear Association	1.548	1	.515
N of Valid Cases	100		

**Author's Computation (2022)****4.5 Discussion of Findings**

Table 4.3 - table 4.17 contained statements as designed in the questionnaires relating to the relationship between Training and Development, Recruitment and Selection Process as well as Management Supervision on employee performance at E-Phoenix Hotels Ilorin, of which majority of the responses gotten from the respondents in relation to these questions revealed that it was strongly agreed that Training and Development, Recruitment and Selection Process as well as Management Supervision affects employee's performance in one way or the other.

Likewise, the hypotheses formulated in this study were analyzed with the use of Pearson Chi-square as shown in table 4.18 - table 4.20. The result revealed that at 5% level of significance Training and Development, Recruitment and Selection Process as well as Management Supervision all had a positive and significant relationship with the performance of employees at E-Phoenix Hotels in Ilorin, Kwara state.

## Chapter Five

### Conclusion

#### 5.1 Introduction

This chapter comprised the summary, conclusions, recommendations, the limitations and delimitation of the study, as well as the suggestions for future studies.

#### 5.2 Summary

This study spanned through five chapters. Chapter one which was the general introduction, established the background to the study; which gave a brief background introduction of the independent variable (Human Resources Management) and the dependent variable (Employee's Performance). This chapter followed the introduction up with the statement of the problem, the aim and objectives of the study, research questions, research hypotheses, scope of the study, as well as the justification of the study.

In the second chapter of the study, the reviews of relevant literatures were addressed. The chapter entails the views of different scholars, key terms and concepts which were related Human Resources Management and Employee Performance. This chapter also reviewed two (2) major theoretical perspectives of Human Resources Management that were considered relevant as well as a guide to this study, which included the human capital theory and the theory of X and Y were reviewed to guide the study.

The third chapter contained the research methodology, data collection instrument, mode of data analysis and the model specification for the study. In chapter four, data collected through the administration of well-structured

questionnaires to 20 staffs at E-Phoenix Hotels Ilorin, Kwara State, were presented in frequency tables and analyses inferentially with the use Pearson Chi-Square.

### **5.3 Conclusion**

This first hypothesis was tested on whether training and development of staffs as part of the functions of human resources management would significantly influence the performance of employees at E-Phoenix Hotels Ilorin. Based on the result of the Pearson Chi-Square test on hypothesis one with a calculated significance probability value of 0.000 which was lesser in comparison with the 5% level of significance used in this study, therefore, it was concluded that training and development of staffs as part of the functions of human resources management significantly influence the performance of employees at E-Phoenix Hotels Ilorin.

This second hypothesis was tested on whether human resources management can significantly aid effective and efficient recruitment and selection process at E-Phoenix Hotels Ilorin. The result from the Pearson Chi-Square test on hypothesis two with a calculated significance probability value of 0.010 which was also lesser in comparison with the 5% level of significance used in this study, therefore, it was also concluded that human resources management positively and significantly aid effective and efficient recruitment and selection process at E-Phoenix Hotels Ilorin.

Lastly, the third hypothesis was also tested on whether effective human resources management supervision significantly affects employee's performance at E-Phoenix Hotels Ilorin. Likewise, the result from the Pearson Chi-Square test on hypothesis three with a calculated significance probability value of 0.005 which was as well lesser in comparison with the 5% level of significance used in this study, therefore

it was concluded that effective human resources management supervision significantly affects employee's performance at E-Phoenix Hotels Ilorin.

#### **5.4 Recommendations**

Based on the above findings, the study therefore recommended that the management of any organization including the ones in the hospitality industry, should not take their staff development and growth with levity, but should invest more in organizing workshops, seminars and other events that will improve the skills, development and add other necessary values to their staffs, which in turn would be visible in the performance of their employees on how effectively and efficiently they handle the tasks assigned to them, which will also on a long run increase the goodwill of the company as well its profitability potentials.

#### **5.5 Suggestions for Further Studies**

This study which would be beneficial to academicians and future researchers on matters relating to Human Resources Management and Employee's Performance, as a useful reference and a benchmark for making conclusions on future studies relating to the effects of Human Resources Management on Employee's Performance. Also, future studies were encouraged to adopt other variables or constructs other than Training and Development, Recruitment and Selection Process, as well as Management Supervision, which would help organizations better understand the impact of Human Resources Management the performance of employees, which will in turn have significant impacts on the organizational performance as a whole.

## **5.6. Contribution to Knowledge**

The primary aim of the researcher in this study is to relook at the concept of human resources management (HRM) on employee's performance from a new perspective. So far, most studies have focused on how human resources management (HRM) has influenced the employee's performance in their respective departments and how it has come to affect them. However, in this study the researcher has tried to shift the focus to the issues rather than the individual performance of the human resources management departments and which is believed to lead to improvement in the management of employees. Although, for the purpose of this study the construct or proxies of human resources management (HRM) was limited to training and development, recruitment and selection process, as well as management supervision.

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## **Appendix**

### **Letter of Introduction**

**Department of Tourism and Hospitality**

**Faculty of Environmental Design and Management**

**Lead City University, Ibadan, Oyo State**

15<sup>th</sup> September, 2022

Dear Sir/Ma,

**Questionnaire on the Role of Human Resources Management on Employee  
Performance in the Hospitality Industry**

I am a final-year student of the above-named Institution. I am currently carrying out a research project on the topic: The role of Human Resources Management on Employee Performance in the Hospitality Industry, a case study of E-Phoenix Hotels Ilorin, as a prerequisite for the award of Bachelor of Science (B.Sc.) Degree in Tourism and Hospitality.

It would be appreciated if you complete the attached questionnaire and please note that all information provided are strictly for academic purpose.

Thank you in anticipation of your cooperation.

**Questionnaire**

**SECTION A**

**DEMOGRAPHIC DATA**

**INSTRUCTION:** Please read carefully and answer each question, ticking the appropriate option provided. This questionnaire is divided into Section A to Section E

Note: Please tick (√) the appropriate options from the ones provided below;

1. Sex: Male ( ) Female ( )
2. Age: 16-20yrs ( ) 21-25yrs( ) 26 and above ( )
3. Position: Junior Staff ( ) Senior Staff ( )

**SECTION B**

**Please tick as appropriate, your response to questions on:**

**H<sub>01</sub>: Training and development of staffs as part of the functions of human resources management, cannot influence the performance of employees at E-Phoenix Hotels Ilorin.**

**Note:** SA: Strongly Agree, A: Agree, UD: Undecided D: Disagree, SD: Strongly Disagree

S/N	QUESTIONS	SA	A	UD	D	SD
1.	Effective training and development exercise ensures that the very best employee potential are identified, engaged and brought into the business.					
2.	The goal of training and development exercise is to create a wide pool of experienced workforce for the actualization of the organization goals.					
3.	An efficient human resources department should encourage the training and development of their staffs, both at the individual level and organizational level.					
4.	A poorly organized human resources department will					

	have a devastating effect on staff's performance in carrying out their duties.					
5.	A sound and effective human resources department should be capable of identifying the employees who are lacking in knowledge, ability, and proficiency.					

### SECTION C

Please tick as appropriate, your response to questions on:

**H<sub>02</sub>: Inadequate Human resources management cannot aid the effective and efficient recruitment and selection process at E-Phoenix Hotels Ilorin.**

**Note:** SA: Strongly Agree, A: Agree, UD: Undecided D: Disagree, SD: Strongly Disagree

S/N	QUESTIONS	SA	A	UD	D	SD
1.	Adequate staff recruitment and selection process will ensure that the best employees are stationed in the right position where their potential will be utilized to the fullest.					
2.	The achievement of faster levels of growth in the conditions of the hotel can be hindered if the wrong individuals are employed as the staff of the organization.					
3.	Recruitment and selection process is an important aspect of human resources department and should not be taken with levity.					
4.	The organization recruitment and selection policies can					

	sometimes be an hindrance to the status and level of employees that could be employed during a recruitment and selection exercise.					
5.	Adequate staff recruitment and selection process is very essential, as these staffs are charge with the immediate responsibility of ensuring the guests have one of the best experiences in terms of comfort.					

#### SECTION D

Please tick as appropriate, your response to questions on:

**H<sub>03</sub>: Human Resources Management supervision has no significant impact on the performance of employees at E-Phoenix Hotels Ilorin.**

**Note: SA:** Strongly Agree, **A:** Agree, **UD:** Undecided **D:** Disagree, **SD:** Strongly Disagree

S/N	QUESTIONS	SA	A	UD	D	SD
1.	Effective monitoring of all employees would positively affect employee's performance, as well as the performance of the organization as a whole					
2.	In order to achieve an optimal supervision, all employees should be evaluated or appraised on a regular basis.					
3.	Employees constant supervision will help ensure that the employees are working towards the betterment of the hotel, as well as giving the guests the best experience					

	possible.					
4.	Occasional reward system can as well help motivate and ensure that employees carry out their task with diligence, rather than constant supervision.					
5.	To ensure effective supervision, top management should visit the hotel on an impromptu basis, just to assess and appraise the state of the hotel.					

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**Bio data**

Name: Aminah Motunrayo Azeez

Address: 135, LSDPC Alaka Estate, Iponri, Surulere, Lagos State.

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Phone: 08169220530

Date of Birth: 20<sup>th</sup> January, 2000

Place of Birth: Kwara State

Nationality: Nigeria

Marital Status: Single

Name and Address of Next of Kin: Mr. Hammed Azeez, No 6 Agric Estate, Agro

Mall Ilorin, Kwara State.

## **EDUCATION BACKGROUND**

Flora Basic School, Ilorin Kwara State	2010
Primary Leaving School Certificate (FLSC)	
Government Day Secondary School, Otte	
West Africa Senior School Certificate	2016
Kwara State University, Malete	
Bachelor of Science, Accounting	2020

## **CERTIFICATIONS**

- Certificate of Attendance - Chartered Institute of Taxation of Nigeria (CITN); *The Practical Issues in Tax Administration and Practice.*
- Certificate of Participation - Introductory Peachtree Complete Accounting.
- Certificate of Participation - The EY Tax Graduate Liaison Training; Emerging Trends Taxation in Nigeria.
- Certified National Accountant - The Association of National Accountants of Nigeria (ANAN)

- Chartered Institute of Forensic and Chartered Fraud Examiners of Nigeria

## **WORK EXPERIENCE**

### **Mo's cake and cream, Ilorin Kwara State.**

Owner (CEO)

May 2017 - Till

Date

### **A and B unique Restaurant Ilorin, Kwara state.**

Account officer

May 2019 - July 2019

- Charged with the responsibility of tracking organization expenses and processing refunds, I expelled my duties diligently and as such enabled the organization to make well informed commercial decisions.
- Studied and managed company's accounts payable and receivable.
- Communicated with clients regarding bills and payments.
- Scrutinized and cross-checked invoices with payments and expenses to ensure accuracy.
- Charged with the responsibility of sending bills and invoices to clients and creating and processing invoices.

### **National Youth Service Corps.**

Assistant Account officer (Fine chemicals Otta factory)

\_\_\_\_\_  
**Signature**

\_\_\_\_\_  
**Date**

## **Appendix V**

### **University Compliance Certification**

This is to certify that the Theses by Aminah Motunrayo Azeez with matriculation number LCU/PG/002833 in the department of Tourism and hospitality management, Faculty of Environmental Design and Management, Lead City University, Ibadan, is in full compliance with the University format and style of Theses.

-----  
Signature

-----  
Date

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