

**HUMAN RESOURCE MANAGEMENT AND ACADEMIC STAFF
PRODUCTIVITY IN SOUTHWEST NIGERIA UNIVERSITIES**

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ABSTRACT

The study examined human resource management and productivity of academic staff in the universities in Southwest, Nigeria. It looked at the level of human resource management and the level of productivity of academic staff in the Universities. It equally assessed the relationship between human resource management and productivity of academic staff. The descriptive survey design was used. The population of this study consisted of 154 Deans, 849 Heads of Department and 11,828 academic staff in Southwest Nigeria Universities. The sample was one thousand eight hundred (1,800) respondents, comprising 20 Deans, 70 Heads of Department and 1,710 academic staff. Multistage sampling procedure which involved simple random sampling, stratified random sampling and proportional stratified random sampling techniques were used to select the sample. Two self-designed instruments were used, Questionnaire on Human Resource Management (QHRM) for academic staff and Productivity of Academic Staff Questionnaire (PASQ) for Deans and Heads of Departments. To establish the reliability of the instruments, the test-retest method was used. They were found to be 0.74 and 0.71 for QHRM and PASQ respectively. The data collected were analyzed using descriptive and inferential statistics such as percentage; mean and standard deviation, Pearson's product moment correlation and regression analysis. The only hypothesis raised for the study was tested at 0.05 level of significance. The study revealed that the level of human resource management and the level of productivity of academic staff in southwest Nigeria universities were moderate. The study also showed that human resource management and productivity of academic staff were significantly related. Based on the findings of this study, it was recommended that academic staff should be more committed to their job to ensure qualitative teaching, research and community services for better productivity. The managers should encourage the academic staff to be more productive in areas of teaching, research and community services.

KEY WORDS: Human Resources Management, Productivity, Academic Staff, Teaching, Research, Community Services.

INTRODUCTION

Universities are agencies saddled with the task of extending the frontier of knowledge for the overall benefit of the society. The strategic position occupied by Universities all over the world in national development is beyond doubt. Their

contributions to social, political and economic development of a nation cannot be over-emphasized. This is why many nations invest heavily in university education. The objectives of university education may not be achieved without proper human resource management (Ogbodo and Nwaoku 2007). Human resources in the universities need to be well managed, in order to make them more productive and thus enhance the effectiveness of the university system.

However, Uche (2012) reiterated that the key functions of higher education are teaching, research and community service. The academic staff are required to teach, carry out research and disseminate information for the development of the society and the educational system. The accomplishment of the goals of higher education depends on the quality of academic staff who imparts knowledge to the students, disseminate their research findings to improve products, services and people and transmit societal values to the students.

An effective organization is one which succeeds in making people understand that cooperating or supporting the leader to achieve organizational goals also helps them to achieve their own goals. A group of people becomes an organization when they cooperate with each other to achieve common goals. Singh and Vohta (2005) found in their study that strategic human resource can play a role in a small enterprise in the engineering sector. In today's context, Strategic Human Resource Management has become a necessity for organizations.

According to Archibald and Feldman (2011), human resource management is a term that emerged during the 1970s and won wider acceptance in 1980s. Sheikh (2003) defines human resource management as the planning, organizing, directing and controlling of procurement, utilization, compensation and maintenance of human resources. Human resource management is the development of human resources in the organization. It is concerned with improvement of the abilities, skills of existing human resources and abilities to acquire new knowledge needed to attain organizational goals and individual aspirations.

Bello- Imam, Oshionebo and Ojeifo (2007) stated that human resource management in any organization focuses strongly on developing the management team. It accords managers wider latitude in managing the personnel working with them in the pursuit of bottom-line results. In this regard, line managers make much more profound personnel decisions than before. Human resource management emphasizes the management of the organization's culture as the responsibility of all members of senior management. Wright and McMahan (1992) in their study consider that not only human resource management practices should be linked to organizational strategy, but these practices also need to be strategically linked to each other to ensure that they promote the same goals.

Jossy (1993) presents a nature of human resource management to include the function of employment, development and compensation- These functions are performed primarily by the human resource managers in consultation with other departments. Also, human resource management is an extension of general

management. It is concerned with promoting and stimulating competent work force to make their fullest contribution to the concerned. It exists to advise and assist the managers in human resource matters. Therefore, human resource department is a staff department of an organization. It lays emphasis on action rather than making lengthy schedules, plans, and work methods. The problems and grievances of people at work can be solved more effectively through rational human resource policies.

Jossey (1993) further explained that human resource management is based on human orientation. It also motivates the employees through its effective incentive plans so that the employees provide fullest co-operation. Similarly, Cole (2002) asserts that human resource management concept operate at strategic, operational and intermediate levels in an organization. Therefore, human resource management as the name implies deals with work force in any organization. The human resource department pays attention to both the growth and happiness of the people working in an organization.

To McGraw-Hill (2003), human resource management refers to the policies, practices and systems that influence employees' behaviour, attitude and performance. Many companies refer to Human Resource Management as involving "people practices". Archibald and Feldman (2011) concur with the above definition but with a better explanation as follows: To have a major impact on enterprises, human resource management has to be diffused across an economy, rather than remain islands of excellence. Nevertheless, promoting excellent models of human resource management stimulates interest in better people management. Human resource management has three basic goals, which contribute to achieving management objectives. The first is integration of human resource management in two senses: integrating human resource management into an organization's corporate strategy, and ensuring human resource management view in the decisions and actions of line managers. Integration in the first sense involves selecting the human resource management options consistent with (and which promote) the particular corporate strategy.

Without human resource and their proper management, no organization will be productive or be successful. The human resource function is of a continuous nature. It cannot be turned on and off like water from a faucet; it cannot be practiced only one hour each day or one day a week. Human resource management is mainly concerned with the satisfaction of physical, social and egoistic need of the employees at all levels covering both 'blue-collar' and 'white-collar' employees. In its simplest form, productivity can be defined as achieving the maximum output of a process with the use of minimum inputs. Organizations are in continuous search of the best technology and methods of using minimum inputs to produce maximum outputs to become competitive and survive in the market.

Nwachukwu (1998) sees input, punctuality and promptness, elimination of wastes in all forms, justifying your pay, improvement in all aspects of life, producing more and more of better quality as productivity. Corroborating this, Inyang (1995) defined productivity as the output and input ratio within a given time frame and with special attention to quality and the efficient use of resources, doing the right things the right way and getting more output within less input.

Lunenburg and Ornstein (2008) define productivity at the most basic level to mean quantity of outputs delivered per unit of input utilized (labor, capital services, and purchased inputs). The research conducted by Boselie (2009) showed that there is a need for alternative theories to get a better understanding of human resource management in particular with regard to the shaping of the employment relationship in organizations. This view may be urgent for educational productivity.

Educational productivity is to improve the quality and quantity of educational opportunities for all. In this sense, Lunenburg and Ornstein did not separate effectiveness from productivity. Both terms are used interchangeably by them. Nwachukwu (1998) explores the major causes of low productivity in Nigeria as economic, sociological, managerial and technological. In economic factors, there should be correlation between effort expended by an employee and the reward that he receives in the organization. When an employee believes that equity does not prevail, he is bound to withhold a measure. Sociological factors take effect when employees treasure a sense of belonging to their organization and would resent any effort on the part of management to perceive and treat them only as agents of production. Many Nigerian employees lack sense of belonging to their organization and they behave as strangers. They do the least to avoid losing their employment. As long as employees feel that they do not belong, there is a tendency for them not to have full sense of commitment and dedication.

Considering managerial factors, as it is widely known, the success or failure of an organization depends on management. An unproductive and undisciplined supervisor can hardly motivate employees. Many Nigerian managers are lacking in the elementary principles of organizational behaviour. Many also do not appreciate the importance of performance evaluation and feedbacks. Employees get frustrated and productivity suffers. Management influence, and in fact determines the productivity of the subordinates. Where a manager is known for integrity, initiative, a sense of justice and emotional stability, productivity is usually satisfactory. Employees in the public sector tend to enjoy guaranteed employment even in the face of gross negligence of duty. Since the government does not attempt to maximize profit, redundant employees are retained, jobs overlap and man hours are wasted.

Relating to technological factors, technology involves the use of new ideas, techniques, innovation, methods and materials to achieve an objective. In the educational system, the use of obsolete equipment is common. Modern information techniques have not been put to general use in our educational system. For instance,

electronic computers, fax, e-mail and internet are only available in a handful of institutions in the education sector.

In the research of Katou and Budhwar (2015,) they concluded that Human Resource Management has a positive impact on productivity, through employee skills, attitudes, and behaviour. Additionally, the study finds that a 10 per cent increase in the extent of the systematic use of Human Resource practices will lead to a 3.27 per cent increase in the total production. The research of Shen and Benson (2014) revealed that socially responsible human resource management is an indirect predictor of individual task performance and extra-role helping behaviour through the mediation of individual level organizational identification.

The study conducted by Hagler and Erthal (2009) with the view to investigate the factors contributing to productivity in creating business email messages. They discover that business E mail messages help in efficiency and effective productivity.

The above discussion is directly on educational productivity that has much to do with motivation, sense of belonging, manager's effort and new ideas/technology. It can then be inferred that productivity is not just a matter of each worker working harder. The largest gains in productivity can come from management's working smarter. Management works smarter by making the job easier and simpler for the workers.

However, the study of Nehle and Riemsdijk (2006) found out that, there is relationship between human resource practices and organizational performance. Also, Ayesha, Nosheen, Reema, and Muhammad (2012) discovered that all the seven basic variables of human resource management which include incentive pay, recruitment and selection, work teams, employment security, flexible job assignment, skills training and communication influence staff productivity.

Furthermore, the findings of the research conducted by Huselid (1995) reveals that, proper human resource management practices have much impact on turnover, productivity, and corporate financial performance. Also, the research of Krishnan and Singh (2011) find out that horizontal and vertical fit of human resource practices can have an influence on the organizational performance.

Nevertheless, the study by Adekoya (1999) finds out that School productivity is independent of organizational inputs such as total enrolment, teaching strengths, and class size and teacher /student ratio. He also found out that, School size and teacher/student ratio correlates with co-efficient of 0.61 and that School productivity did not significantly correlates with any of the organizational inputs. From the review, it could be gathered that productivity is the measurement of how well resources are brought together in organizations and utilized for accomplishing a set of results. Productivity is reaching the highest level of performance with the least expenditure of resources.

PURPOSE OF THE STUDY

The purpose of this study was to investigate the relationship between human resource management and productivity of academic staff in the Southwest Nigeria Universities. Also, the study also investigated the level of human resource management and the level of productivity of the academic staff. Besides the study made recommendations based on the findings.

RESEARCH QUESTIONS

1. What is the level of human resource management in the Southwest Nigeria Universities?
2. What is the level of productivity of academic staff in the Southwest Nigeria Universities?

RESEARCH HYPOTHESES

1. There is no significant relationship between human resource management and productivity of academic staff in the Southwest Nigeria Universities?

METHODOLOGY

The study adopted descriptive research of the survey design. The population of this study consisted of 154 Deans, 849 Heads of Department and 11,828 academic staff in Southwest Nigeria Universities.

The sample of this study was (1,800) respondents, comprising 20 Deans, 70 Heads of Department and 1,710 academic staff but with 1495 questionnaire retrievable for analysis. Multistage sampling procedure which involves simple random sampling, stratified random sampling and proportional stratified random sampling techniques were used to select the states, universities and individuals that were used for the study.

Two sets of self-designed instruments were used for this study. The first instrument was Questionnaire on Human Resource Management (QHRM). The second instrument was Productivity of Academic Staff Questionnaire (PASQ). These were used to collect relevant data from the subjects. The instruments were validated based on the judgments of experts in Educational Management and tests and Measurements in Ekiti State University. Reliability coefficients of 0.74 and 0.71 were obtained for QHRM and PASQ respectively using test re-test method. Two research questions and one hypothesis were postulated. The data were analyzed using frequency counts, percentage, mean, standard deviation and Pearson Moment Correlation Coefficient. The hypothesis raised were tested at 0.05 level of significance.

RESULTS

Question 1: What is the level of human resource management in the Southwest Nigeria Universities?

In analyzing this question, the scores on human resource management were used. Mean, percentage, standard deviation and frequency count were used to illustrate the responses to items 1-33 in section B of QHRM. To determine the level of human resource management of academic staff in the universities of the southwest, Nigeria, (low, moderate and high), the mean score and standard deviation of responses to the human resource management instrument were used.

The low level was determined by subtracting the standard deviation score from the mean score ($94.05 - 15.24 = 78.81$). The moderate level of human resource management was determined by the mean score of the responses on human resource management (94.05) while high level of human resource management was determined by adding the mean score and the standard deviation score of the responses on human resource management ($94.05 + 15.24 = 109.29$). Therefore, the low level of human resource management starts from 0 to 78.81; the moderate level of human resource management starts from 78.82 to 109.28 and the high level of human resource management starts from 109.9 to 132.

Table1: Level of human resource management in Universities of Southwest Nigeria

Level of Human Resource Management	Frequency	Percentage
Low (0-78.81)	117	7.8
Moderate (78.82-109.28)	1094	73.2
High (109.29-132)	284	19.0
Total	1495	100

Table 1 revealed the level of Human Resource Management. The result showed that out of 1495 academic staff sampled, 117 representing 7.8 percent had low level. Those who had moderate level were 1094 representing 73.2 percent while those with high level were 284 representing 19 percent. This showed that the level of human resource management was moderate.

Question 2: What is the level of productivity of academic staff in the Southwest Nigeria Universities?

In analyzing the above question, the scores on productivity of academic staff in teaching, research and community services were used. Mean, percentage, standard deviation and frequency count were used to illustrate the responses in items 1-27 in section C of PASQ. To determine the level of productivity of academic staff in the universities of the southwest, Nigeria, (low, moderate and high), the mean score and standard deviation of responses of the academic staff productivity instrument of (teaching, research and community services) were used.

The low level was determined by subtracting the standard deviation score from the mean score ($113.00 - 9.06 = 103.94$). The moderate level of productivity of academic staff was determined by the mean score of the responses on productivity of academic staff (113.00) while high level of productivity of academic staff was determined by adding the mean score and the standard deviation score of the responses on productivity of academic staff ($113.00 + 9.06 = 122.06$). Therefore, the low level of human resource management starts from 0 to 103.94; the moderate level of human resource management starts from 103.95 to 122.05 and the high level of human resource management starts from 122.06 to 135.

Table 2: Level of productivity of academic staff in the Universities in Southwest Nigeria

Level of Productivity of Academic Staff	Frequency	Percentage
Low (0-103.94)	187	11.9
Moderate (103.95-122.05)	1038	69.0
High (122.06-135)	270	19.1
Total	1495	100

Table 2 revealed the level of Productivity of Academic Staff. The result showed that out of 72 respondents sampled, 9 representing 11.9 percent had low level. Those who had moderate level were 50 representing 69.0 percent while those with high level were 13 representing 19.1 percent. This showed that the level of productivity of academic staff is moderate.

Hypotheses Testing

Hypothesis 1:

There is no significant relationship between human resource management and productivity of academic staff.

In testing the hypothesis, scores relating to human resource management were computed using items 1-33 of QHRM while productivity of academic staff scores were computed using items 1-27 of PASQ. The scores (human resource management and productivity of academic staff) were subjected to statistical analysis using Pearson Product Moment Correlation at 0.05 level of significance. The result is presented in table 3.

Table 3: Pearson Product Correlation of Human Resource Management and Productivity of Academic Staff

Variable	N	Mean	SD	r-cal	r-table
Human Resource Management	1495	94.05	15.235	0.462*	0.195
Productivity of Academic Staff	1495	113.00	9.061		

*P <0.05

Table 3 revealed that the relationship between human resource management and productivity of academic staff is statistically significant at 0.05 level. ($r=0.462$, $p<0.05$). Thus the null hypothesis is rejected. This implies that there was significant positive relationship between human resource management and productivity of academic staff.

DISCUSSION

The study revealed that the level of the human resource management in the universities of the southwest is moderate. It implies that human resource managers (Deans and heads of department) are managing the academic staff well to perform their duties in teaching, research and community services. What can be responsible for this finding may be the fact that, the resource managers still perform well in their respective responsibilities. The finding is in line with Singh and Vohta (2005) that strategic human resource management has become a necessity for organizations.

The study revealed that the level of the productivity of academic staff in the universities of the southwest is moderate. This implies that academic staff are teaching well and their research work is also going on as expected. They are equally performing well in their contribution to community services. The finding may be due to the fact that without the academic staff making progress in these areas, they may not be promoted and their job security will be at stake. The finding is in support of Heap (2013) that the productivity level of the organization depends far more on the overall effectiveness of the various systems, processes and procedures that link the individuals together into a working 'school'.

The study showed that there is significant relationship between human resource management and productivity of academic staff in the Universities of the southwest Nigeria. This implies that proper management of academic staff in the universities of the southwest will improve their productivity. What may be responsible for this finding is the fact that an organization will not succeed without the proper management of its personnel. The implication of not managing the human resource well is that turnover will increase while performance will reduce. This finding is in agreement with the study of Nehle and Riemsdijk (2006), Ayesha, Nosheen, Reema, and Muhammad (2012), Huselid (1995) and Krishnan and Singh (2011). They all maintained that human resource management and productivity are related. The finding however negates the study of Adekoya (1999) which found out that school productivity is independent of organizational inputs such as total enrolment, teaching strengths, and class size and teacher /student ratio and he concluded that school productivity did not significantly correlate with any of the organizational inputs.

CONCLUSION

Based on the findings of this study, it can be concluded that human resource management and productivity of academic staff in the southwest Nigeria was fairly

good. Human resource management was related to productivity of academic staff in the southwest Nigeria Universities.

RECOMMENDATIONS

Based on the findings of this study, the following recommendations were made: in view of the fact that the levels of human resource management and productivity of academic staff in southwest Nigeria Universities are moderate, academic staff should be more committed to their job to ensure qualitative teaching, research and community services for better productivity. The managers should encourage the academic staff to be more productive. Other areas on which the academic staff should be enhanced are, participating as editors of books and journals, contributing to knowledge through book writing and through regular research publications. Moreover, they should give more advisory services to community members, organize seminars on skill acquisition for the less privilege and participate as a committee member to serve the community.

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